



Responsible Sourcing and Farm Animal Welfare

(April 2024)

As a global leader in the hospitality and entertainment industry, Delaware North works every day to delight guests by creating the world's best experiences. We understand that this requires responsible practices, including sourcing and maintaining high standards of animal welfare, and we take this responsibility seriously.

We work with suppliers who adhere to the highest applicable standards, and we constantly monitor our operations. We are open to learning from others and adopting new approaches when appropriate so that we can continue to meet – and hopefully exceed – the expectations of our guests, clients, partners and team members.

We support humane practices throughout the animal lifecycle aligned with the Farm Animal Welfare Committee's Five Freedoms:

- *Freedom from thirst, hunger and malnutrition*
- *Freedom from discomfort*
- *Freedom from pain, injury and disease*
- *Freedom to express normal behavior*
- *Freedom from fear and stress*

Our specific commitments include:

Eggs

We are committed to global sourcing of 100% cage-free eggs (shell, liquid and processed) by 2025. As of December 2023, we have achieved 94% in our U.S. operations and 88% in our worldwide operations.

Broiler Chickens

In the United States, we have requested that our chicken suppliers work toward meeting the following welfare standards:

- Provide enriched environments, including natural light, hay bales, litter, perches and lighting according to Global Animal Partnership (GAP) standards.
- Provide details on compliance by a third-party auditor.
- Ensure maximum stocking density is equal to/less than 6 pounds per square foot per GAP standards.
- Render birds unconscious prior to shackling, using controlled or low-atmosphere stunning.
- Improve welfare outcomes associated with fast-growing breed strains per GAP standards.

To advance these efforts, we are participating in the U.S. Working Group for Broiler Welfare organized by Compassion in World Farming, and we committed to providing a roadmap and annual progress updates for each of the above components. Our roadmap provides for accelerated progress leading to full compliance, assuming chicken supply availability meeting these welfare standards, by 2029:

U.S. Broiler Chicken Roadmap	2023 Progress	2024	2025	2026	2027	2028	2029
Litter	51.5%	100%	100%	100%	100%	100%	100%
Physical Enrichment	2.3%	50%	100%	100%	100%	100%	100%
Lighting	1.6%	20%	50%	100%	100%	100%	100%
Third Party Auditing	5.4%	20%	50%	75%	100%	100%	100%
Stocking Density	2.3%	20%	50%	75%	100%	100%	100%
Controlled Atmospheric Stunning	0.4%	10%	30%	50%	75%	100%	100%
Breed	0.5%	10%	20%	30%	50%	80%	100%

Percentage (%) of volume (weight in pounds) in compliance for each welfare standard.

In the United Kingdom, in 2020, we formally joined the European Chicken Commitment to expand animal welfare initiatives at our U.K. operations. By 2026, we will require our suppliers to meet the following requirements for fresh, frozen and processed chicken in our supply chain:

- Comply with all European Union (EU) animal welfare laws and regulations regardless of the country of production.
- Implement maximum stocking density of 30kg/m² or less. Thinning is discouraged if practiced and must be limited to one thin per flock.
- Adopt breeds that demonstrate higher welfare outcomes: either Hubbard JA757, 787, 957, or 987; Rambler Ranger; Ranger Classic; and Ranger Gold, or others that meet the criteria of the RSPCA Broiler Breed Welfare Assessment Protocol.
- Meet improved environmental standards, including at least 50 lux of light, including natural light.
- Provide at least 2 meters of usable perch space, and two pecking substrates, per 1,000 birds.
- On air quality, the maximum requirements of Annex 2.3 of the EU broiler directive, regardless of stocking density.
- No use of cages or multitier systems.
- Adopt controlled atmospheric stunning using inert gas or multiphase systems, or effective electrical stunning without live inversion.
- Demonstrate compliance with the above standards via third-party auditing and annual public reporting on progress toward this commitment. Our progress is reported [here](#).

Pork

We are committed to eliminating gestation crates from our supply chain and fully transitioning to group-housed pork by 2025.

In 2023, Delaware North established a baseline across our global supply chain to report progress toward our goal:

- 14.7% of pork volume (pounds) purchased was gestation crate free or sow stall free, including Prop 12 compliant.
- 4.8% of pork volume (pounds) purchased was group housed.

Despite challenges such as limited availability and traceability, we are collaborating with suppliers to advance sow animal welfare and improve progress.

Note: Our progress reporting includes “whole pork meat,” which includes uncooked cuts made entirely of pork meat (e.g., bacon, ham, chop, ribs, loin, shank, leg, roast, brisket, steak, sirloin, cutlet). This does not include combination, processed or prepared foods that are made up of more than pork meat with seasoning, curing agents, coloring, flavoring, preservatives and similar meat additives.

Seafood

Where possible, we source seafood products from sustainable sources, as defined by industry programs such as the Monterey Bay Aquarium, Sustainable Fish Cities and other recognized certifications.

In the United Kingdom, we are a signatory to the Sustainable Fish Cities pledge and have removed all fish designated as ‘fish to avoid’ on the Marine Conservation Society red list and promote the use of more sustainable species, which are continually reviewed.

Plant-Based Protein

We acknowledge and appreciate the benefits and growing consumer adoption of plant-based proteins, including vegan and vegetarian options. We continually evolve our menus and offerings based on consumer insight and strive to offer plant-based entrees whenever possible, in line with guest preferences and client requirements.

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