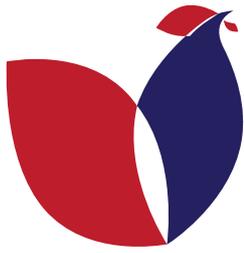




**FROM 'BOUNCING
BACK' TO 'BUILDING
FORWARD'**

**2024
ANNUAL
REPORT**



BRITISH
POULTRY COUNCIL

THE 5 BPC VISIONS:

01

**SAFE, AFFORDABLE,
NUTRITIOUS FOOD FOR ALL**

02

**SMOOTH AND FAIR TRADE
KEEPS FOOD MOVING**

03

**MANAGING AVIAN
INFLUENZA**

04

**A BALANCE BETWEEN WELFARE
AND THE ENVIRONMENT**

05

**A SECURE AND
SKILLED WORKFORCE**

WHY “2024 AND BEYOND” WORKS IS BECAUSE IT MAKES THE ASPIRATIONAL ACTIONABLE

For BPC members, this means turning high-level goals into concrete asks that drive operational efficiency and long-term resilience.

‘2024 and Beyond’ highlights what the sector wants to achieve and why it matters. It sets the direction. What it doesn’t do is explain the mechanisms through which our goals drive meaningful change. It doesn’t fully show how ‘action’ translates to ‘contribution.’

Our goal is to create a framework that not only articulates our aims, but builds the shared commitment needed to drive progress. By moving from strategy to participation, we ensure every stakeholder contributes to a sustainable, secure future for British poultry.

From the lack of progress made so far in our five key priority areas established in “2024 and Beyond,” it is no secret that ‘beyond’ has a today problem. Nevertheless, we see an opportunity to bridge that gap, and it starts with reframing resilience.

Aspiring to ‘resilience’ is one thing; cultivating it is another. But as businesses producing half the meat the nation eats, we can lead by example, and this report seeks to do just that.

ALSO THIS YEAR: ANTIBIOTIC STEWARDSHIP REPORT 2024

Read the [full report](#) on the BPC website.



81%
REDUCTION
IN TOTAL USE OF
ANTIBIOTICS SINCE 2012

THE PROBLEM

ENDURING CHALLENGES WON'T CREATE CHANGE

2024 has been the year of resilience. But no system - be it food, or energy, or transport - should be defined by its resilience alone. Our systems and supply chains shape challenges as much as they respond to them. British poultry is moving beyond merely 'coping' to shape the conditions that demand 'resilience' in the first place.

OUR APPROACH

FROM RESILIENCE FATIGUE TO ENABLING ACTION

'Resilience' is often treated as the ultimate goal, as it is easy to lean on when everyone can agree on its importance.

In reality, 'resilience' is one part of a far bigger conversation about how we manage change.

We must go beyond celebrating 'bouncing back,' and ask what it is we are trying to 'bounce back' to. That requires us to clarify our imperative, define our boundaries, and question the values underpinning our pursuit of 'resilience.'

OUR PURPOSE

MAKING MEANINGFUL CHANGE

'Resilience' has become a reflex - a reactive response to external pressure rather than a proactive step forward. For British poultry, it must mean something more.

Our sector plays a vital role in a food system that feeds people safe, affordable food that tackles the inequalities of a changing climate. People and planet are reciprocal goods, and British poultry meat sits at the point at which they connect.

This dynamic challenges us to redefine success beyond survival. How do we ensure we are not just 'bouncing back' but moving forward with purpose?

EVOLUTION OF 2024 AND BEYOND

At the heart of “2024 and Beyond,” BPC’s manifesto for change, lies the urgent need to bridge aspiration and action.

Yet, a year later, minimal progress on our five key priorities has left frustration growing, with ‘resilience’ continuing to dominate the narrative. Resilience alone cannot drive transformation.

Now is the time to evolve from ambition to action, as set out in “2024 and Beyond,” to contribution.

When ‘resilience’ becomes a deliberate contribution to stability, the focus shifts. The question evolves from a directionless “how do we endure?” to “how does this action contribute to a sustainable, thriving future?”

With a new Government in place, this is our chance to redefine ‘contribution’ at every level, aligning British poultry’s efforts with national priorities.

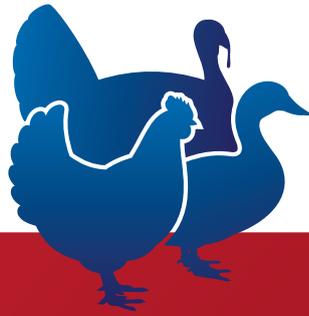
Through this lens, ‘resilience’ in British poultry meat is not just an outcome. It is a vehicle for delivering long-term value.

MORE INFORMATION:

BPC ‘2024 & BEYOND’ REPORT

Read the [full report](#)
on the BPC website.





APPROACHING RESILIENCE IN BRITISH POULTRY

To shape challenges, we need to recognise the factors shaping our environment.

These **drivers of resilience** are factors that significantly impact both our immediate operational reality and longer-term ambitions.

- **SUPPLY CHAIN DISRUPTION**

Disruptions challenge the 'just-in-time' nature of supply chains, highlighting the need for proactive measures to address potential vulnerabilities.

- **ECONOMIC PRESSURES**

Volatility calls for a focus on financial resilience to maintain business viability.

- **LABOUR SHORTAGES**

Workforce gaps disrupt efficiency, requiring a forward-thinking approach to recruitment and retention.

- **ENVIRONMENTAL IMPACT**

Stewardship is paramount; adopting practices that reduce our footprint and conserve resources are vital for both resilience and accountability in our systems.

- **INVESTMENT GAPS**

Insufficient investment in innovation and infrastructure threatens the sector's stability and competitiveness.

- **POLICY MISALIGNMENT**

Inconsistencies create missed opportunities. Alignment is key to support cohesive operations.

- **CLIMATE INSTABILITY**

Climate change heightens risk, making climate resilience non-negotiable.

- **RESPONSIBILITY**

Producing half the meat the nation eats, navigating affordability challenges is essential to maintaining the trust and value consumers place in British poultry.

REWRITING THE SCRIPT ON SILOED THINKING

These drivers may resemble items on a to-do list, but we all know nothing operates in a silo.

British poultry meat supply chains are complex and dynamic. No resilience driver exists in isolation.

If our drivers could speak, they would probably say something like...



“POU UNDER A NE

A

SUPPLY CHAIN DISRUPTION: “‘Just-in-time’ is always going to be about ‘just-in-case’?”

ECONOMIC PRESSURE: “Would have got me by the wallet. Heard L

INVESTMENT GAPS: (SHOUTING “I can help with Labour Shortages,

LABOUR SHORTAGES: “Yep, it’s l And if I’m short, *you’re* short on pro

SUPPLY CHAIN DISRUPTION: “Yo

LABOUR SHORTAGES: “Because

RESPONSIBILITY: “I get that all the managed, but I still need you to deli

ENVIRONMENTAL IMPACT: “Do yo digestion. Litter management. Soy us

INVESTMENT GAPS: (SHOUTING C “I’ll be with you in a minute!”

CLIMATE INSTABILITY: “Just a frien everything here. Forget the driver, I’m

RESPONSIBILITY: “Surely I am, too?

INVESTMENT GAPS: (SHOUTING O “Please, just give me a minute!”

ECONOMIC PRESSURE: “I don’t hav

POLICY MISALIGNMENT: (WALKING did I miss much? Where’s investment?

SUPPLY CHAIN DISRUPTION: “Clear

CLIMATE INSTABILITY: “Don’t get me

BLACKOUT /

"POULTRY MEAT AND NEW GOVERNMENT"

ACT I, SCENE I

Right, I want us to be ready for anything.
It's important but can we have a think

I love to help, but energy costs this month
and the shortage of Shortages is having a tough time, too."

(OFFSTAGE LEFT)

"Just give me a minute!"

"I heard at the minute ***cough*** all the time.
It's productivity. Just saying."

"You literally say this every time..."

"It's real, every time..."

"These pressures are very real and need to be
addressed. I never know what it is that I want from my food."

"You know what else is real? Anaerobic
exercise. What's the long-term plan for all these?"

(OFFSTAGE LEFT)

"A bloody reminder that I affect
the bloody road."

"!"

(OFFSTAGE LEFT)

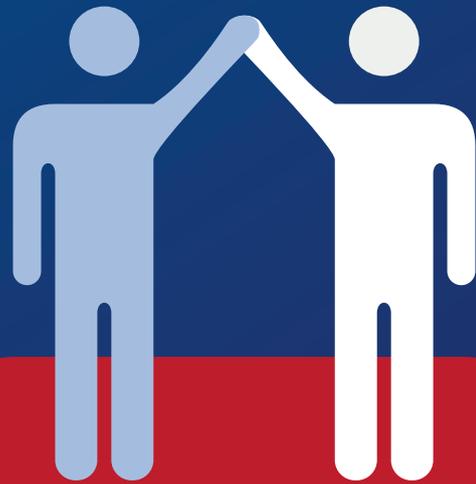
"Give me a minute!"

(IN LATE) "Hey, gang, sorry I'm late..."

"I'm not just-in-time."

"I started on time!"

// END SCENE



LINKING EFFORTS FOR GREATER IMPACT

Connections remind us that resilience can't be built in isolation. It is woven through a network of shifting demands.

A siloed approach may address one issue but leave an impact somewhere else, or risk undermining the broader stability of the sector.

'Resilience' isn't about ticking off a to-do list. It is a connected approach that addresses immediate needs while laying the foundation for the sector's long-term contribution to a sustainable and thriving food sector.

'Resilience' in British poultry is about understanding how these drivers interact, support and challenge one another to create a dynamic framework for lasting impact.



FROM RESILIENCE TO CONTRIBUTION

FROM 'BOUNCING BACK' TO 'BUILDING FORWARD'

Each resilience driver presents both a challenge and an opportunity to drive progress. To move beyond simply mitigating risk, we must empower poultry meat businesses to lead with purpose, shaping solutions that deliver lasting value for a food system that truly serves the nation.

We envision a sector that creates opportunities to thrive - fostering trust and accountability as the cornerstones of something that goes way beyond traditional definitions of withstanding adversity.

Integral to our national food security, British poultry is a force for good. Now we must to use our strengths to inspire lasting impact.

By reframing our resilience drivers as a values-driven contribution, we shift from isolated problem-solving to recognising the relationships between the forces shaping our sector.

Instead of focusing on 'bouncing back' in British poultry, we are focusing on 'building forward' - where every action contributes to greater stability, opportunity, and trust.

THE FOUR CORNERSTONES OF CONTRIBUTION

This shift is grounded in the four cornerstones of contribution. These define our drivers, reframing 'resilience' from reaction to meaningful contribution.

01 REIMAGINE RISK

Positions the industry for stability and adaptability.

Interconnected pressures, like supply chain disruption and climate instability, challenge the way we operate but offer opportunities to rethink assumptions. Combining 'just-in-time' efficiency with 'just-in-case' adaptability, we build flexibility into our systems to position industry and lead with foresight.

02 A RENEWED SOCIAL CONTRACT

Explores our evolving responsibilities.

British poultry meat production delivers enduring value by balancing affordability with accountability. As our responsibilities evolve, we want to see a renewed focus on the trust placed in our sector, extending our contribution beyond immediate challenges.

03 PURPOSEFUL INVESTMENT

Directs action where it matters most.

Focused (and purposeful) decision-making ensures resources - time, energy, and capital - are directed where they matter most. Targeted solutions create stable foundations for British poultry in the short and the long-term.

04 EMPOWER FOR ACTION

Ensures our ambitions are at the centre of progress.

A thriving workforce and a healthy environment are critical enablers of 'resilience'. Putting poultry meat businesses at the core of their own conversation, from discussing technology adoption to workforce initiatives, enhances our operational efficiency while driving innovation and progress.

RESILIENCE AS CONTRIBUTION: A FRAMEWORK FOR ACTION

01

SAFE, AFFORDABLE, NUTRITIOUS FOOD FOR ALL

CONTRIBUTION CORNERSTONE	RESILIENCE DRIVER	WHAT DOES SUCCESS LOOK LIKE?
REIMAGINE RISK	Supply chain disruption Climate resilience	Robust and economically viable production processes that keep costs low and productivity high.
A RENEWED SOCIAL CONTRACT	Investment gaps Responsibility	An investment framework that enhances efficiency, builds trust in British poultry, and maintains affordability.
PURPOSEFUL INVESTMENT	Economic pressure Policy misalignment	Coordinated industry-Government efforts that reduce barriers, deliver stability, and align with shared priorities.
EMPOWERMENT FOR ACTION	Labour shortages Environmental impact	A culture of talent and innovation that enhances workforce capabilities while meeting evolving sustainability demands.

OUR CONTRIBUTION

British poultry contributes to UK food security by driving innovation, managing costs and adapting to challenges while providing safe, affordable and nutritious food for all.

02

SMOOTH AND FAIR TRADE KEEPS FOOD MOVING

CONTRIBUTION CORNERSTONE	RESILIENCE DRIVER	WHAT DOES SUCCESS LOOK LIKE?
REIMAGINE RISK	Supply chain disruption Climate resilience	Flexible and agile supply chains that can respond to, and anticipate, challenges, without shifting the impact elsewhere.
A RENEWED SOCIAL CONTRACT	Investment gaps Responsibility	International cooperation that ensures food security while balancing global responsibilities.
PURPOSEFUL INVESTMENT	Economic pressure Policy misalignment	Investment in trade resilience, opening doors to new markets, addressing pressures and ensuring the smooth, cost-effective movement of food.
EMPOWERMENT FOR ACTION	Labour shortages Environmental impact	Resource allocation that empowers innovation across the supply chain, driving productivity while minimising impact.

OUR CONTRIBUTION

British poultry enables smooth global food trade by creating flexible supply chains and strong partnerships that anticipate disruption, ensuring uninterrupted food flow across borders.

03

MANAGING AVIAN INFLUENZA

CONTRIBUTION CORNERSTONE	RESILIENCE DRIVER	WHAT DOES SUCCESS LOOK LIKE?
REIMAGINE RISK	Supply chain disruption Climate resilience	Disease management systems that prevent outbreaks while safeguarding continuity of production.
A RENEWED SOCIAL CONTRACT	Investment gaps Responsibility	Transparent, science-based approach to bio-security that engages stakeholders to safeguard poultry health, contributing to our food security.
PURPOSEFUL INVESTMENT	Economic pressure Policy misalignment	Investments in biosecurity and rapid response and resource capabilities to maintain industry's viability and reduce risk of economic loss.
EMPOWERMENT FOR ACTION	Labour shortages Environmental impact	A workforce empowered with the skills and tools to act swiftly and effectively, contributing to sector-wide readiness.

OUR CONTRIBUTION

British poultry contributes to disease prevention and management by embedding food security and business continuity into preparedness measures, ensuring avian influenza does not compromise operations.

04

A BALANCE BETWEEN WELFARE AND THE ENVIRONMENT

CONTRIBUTION CORNERSTONE	RESILIENCE DRIVER	WHAT DOES SUCCESS LOOK LIKE?
REIMAGINE RISK	Supply chain disruption Climate resilience	Integrating climate resilience into the welfare agenda to uphold ambitions while maintaining the viability and sustainability of industry.
A RENEWED SOCIAL CONTRACT	Investment gaps Responsibility	Reaffirming commitment to UK standards (welfare, sustainability and efficiency) to strengthen trust and safeguard viability.
PURPOSEFUL INVESTMENT	Economic pressure Policy misalignment	Aligning welfare and environmental goals with economic realities, driven by Government-industry collaboration.
EMPOWERMENT FOR ACTION	Labour shortages Environmental impact	Prioritising domestic production to uphold UK standards, while ensuring imports meet equivalent benchmarks.

OUR CONTRIBUTION

British poultry contributes to an informed dialogue that aligns all priorities, driving a sustainable and productive industry that balances bird health, welfare, environmental goals, and affordability.

05

A SECURE AND SKILLED WORKFORCE

CONTRIBUTION CORNERSTONE	RESILIENCE DRIVER	WHAT DOES SUCCESS LOOK LIKE?
REIMAGINE RISK	Supply chain disruption Climate resilience	Leveraging innovation to ensure processes can adapt to disruption while securing the workforce needed to sustain an adaptable and competitive food system.
A RENEWED SOCIAL CONTRACT	Investment gaps Responsibility	Building a strong sense of responsibility across industry, ensuring workforce effectively feeds the nation with purpose and pride.
PURPOSEFUL INVESTMENT	Economic pressure Policy misalignment	Securing opportunities for targeted investment that aligns with industry needs and supports innovation, stability and economic growth.
EMPOWERMENT FOR ACTION	Labour shortages Environmental impact	Fostering a culture of continuous improvement that strengthens workforce capabilities, industry's efficiency and boosts productivity.

OUR CONTRIBUTION

British poultry contributes to the development of a secure workforce that is the backbone of the industry; where employees thrive and drive long-term productivity and sector success.

RESILIENCE REFRAMED

A PATHWAY TO MEANINGFUL CONTRIBUTION

In this report we have posed a critical question: how do we move from ambition to action, and from action to contribution? The answer lies in reimagining resilience not as a reaction, but as a proactive and values-driven force.

This report has outlined a framework that enables the British poultry meat sector to lead by example. By addressing interconnected resilience drivers through reimagining risk, purposeful investment, a renewed social contract, and a commitment to empowering action, we transform challenges into opportunities to deliver meaningful value.

If “2024 and Beyond” shows us the path forward, then this report maps out the possibilities. With resilience reframed as contribution, every decision becomes part of a bigger picture - one that reinforces our sector’s indispensable role in feeding the nation.

It is no longer enough to simply ‘bounce back’ from setbacks. British poultry is focusing on ‘building forward’ with purpose, strength and vision.



BRITISH POULTRY COUNCIL

The British Poultry Council is the trade association for those involved in the production of poultry meat in the UK.

Our member businesses account for around three quarters of the production in this country and cover the whole food chain: breeding, hatching, growing, slaughter, processing, and packing.



CONTACT US

Visit [britishpoultry.org.uk](https://www.britishpoultry.org.uk) and follow [@britishpoultry](https://twitter.com/britishpoultry) to find out more.