



EUROGROUP
FOR ANIMALS



FROM INDICATORS TO IMPLEMENTATION: PATHWAYS FOR EU WELFARE REFORM



SECTIONS

1. Welcome: The aWISH Vision
2. Advancing Outcome-
3. Based Animal Welfare: Insights
From The Awish Policy Indicator
Report
4. Animal Welfare Unit Report
5. Regional Authorities' Perspective
6. Panel Debate
7. Plenary Summary And Reflections



WELCOME: THE AWISH VISION

Jarissa Maselyne
Researcher and Project Manager
ILVO, aWISH





HORIZON EUROPE CALL (2021)

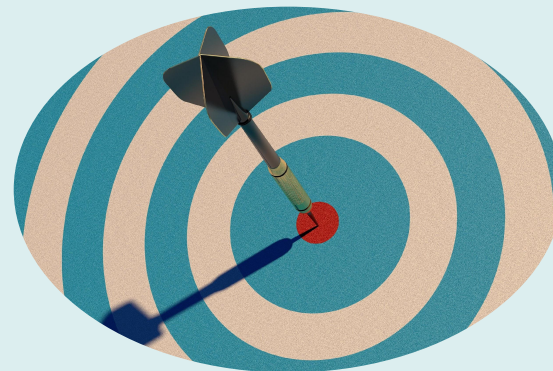
Research and Innovation to help **policy makers** and other actors (e.g. economic operators) **monitor and improve animal welfare**.



Large scale



Cost efficient



Valid and effective

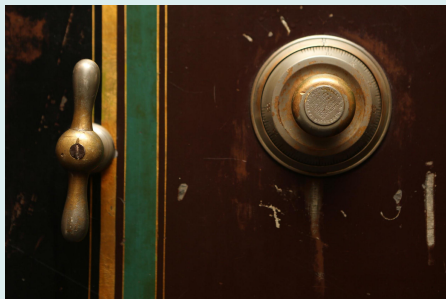
State of play



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ANIMAL WELFARE INDICATORS AT
THE SLAUGHTERHOUSE



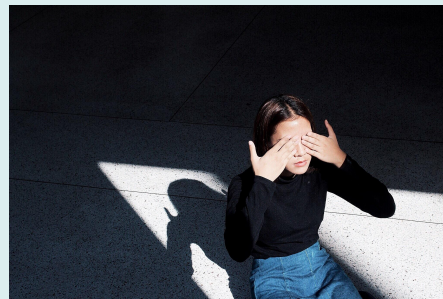
- ✓ Large **volume and variety** of regional, national, private and public animal welfare improving initiatives



Hard to identify, only
known to insiders



Structural lack of data
before and after
No detail, relevance or
reliability in the data
Not accessible for analysis



Flying blind
Unknown impact



Resource based indicators



Animal based indicators

Tuytens et al., 2025. A framework for a comprehensive animal welfare label: scientific, logistic, and ethical challenges

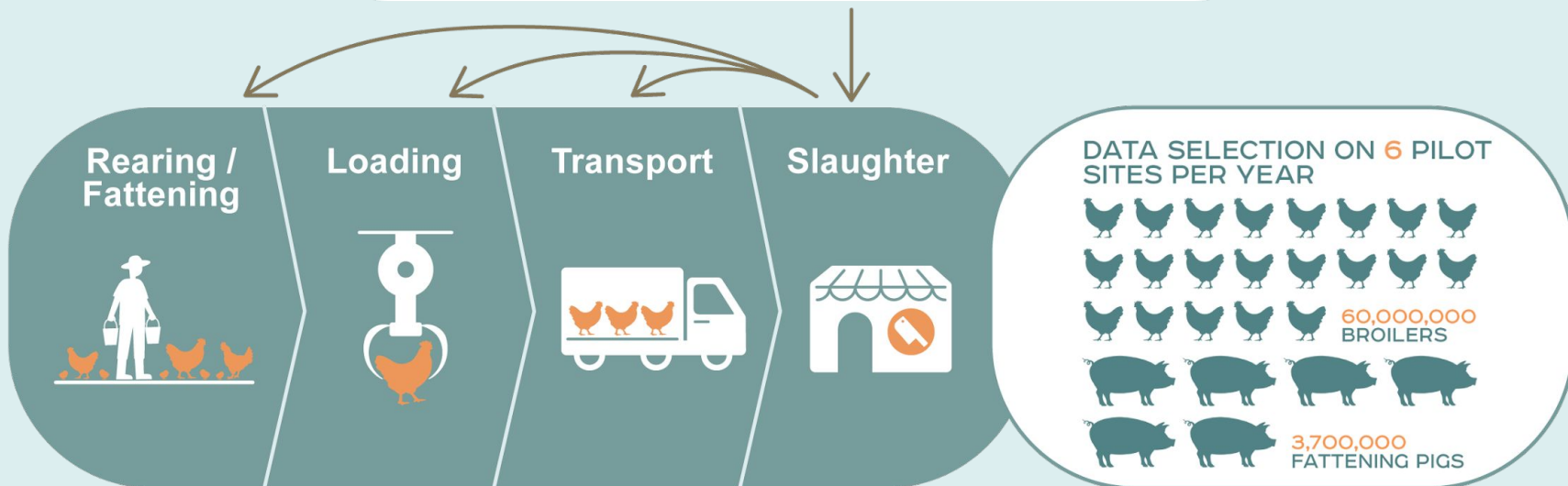


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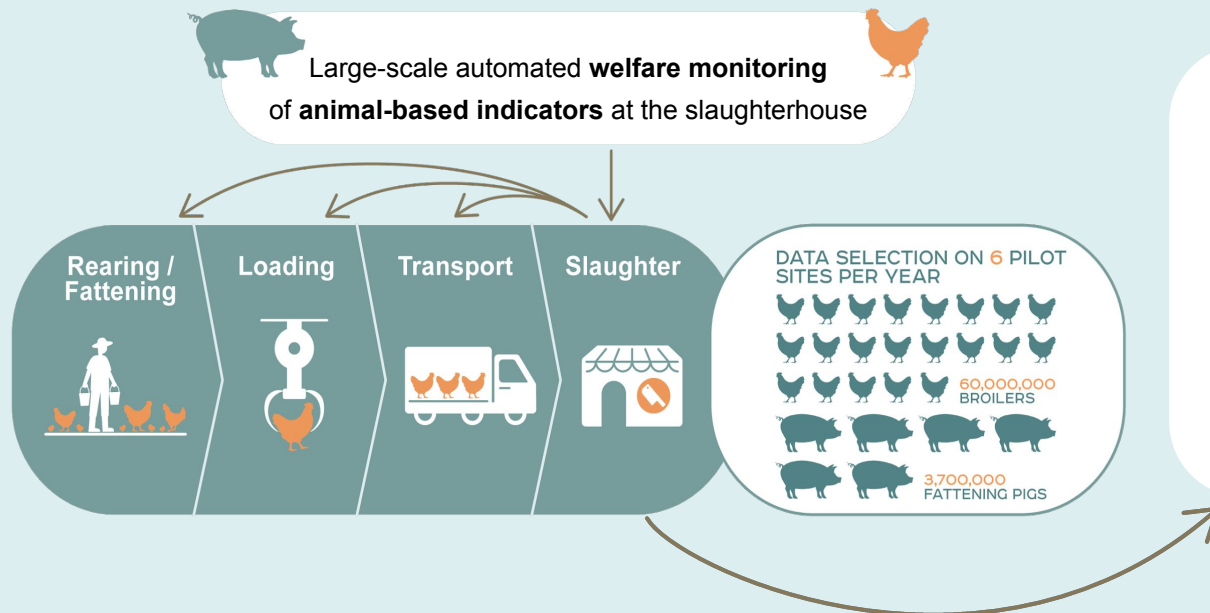
Large-scale automated **welfare monitoring**
of **animal-based indicators** at the **slaughterhouse**



Why at the slaughterhouse?



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ANIMAL WELFARE INDICATORS AT
THE SLAUGHTERHOUSE



Centralized way

- Large amount of data
- Large number of animals

Completing with

- Routine data
- Measurements on-farm
- Measurements during transport

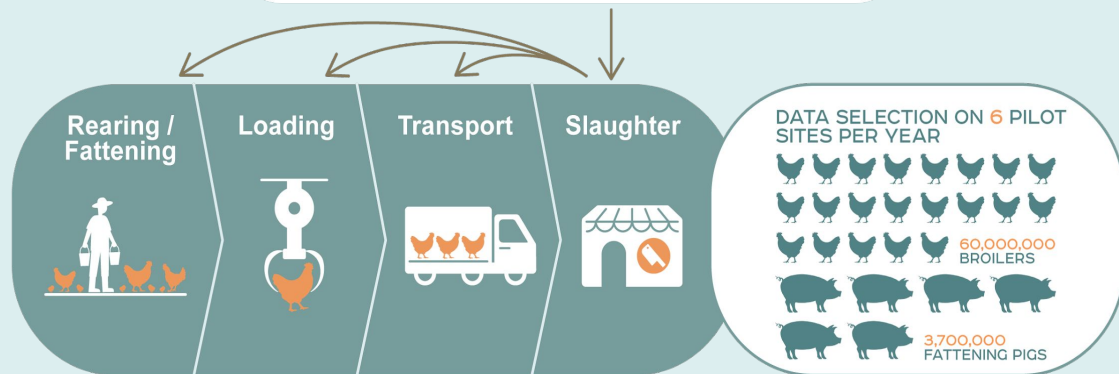
Why broilers and pigs?



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 Large-scale automated **welfare monitoring**
of **animal-based indicators** at the slaughterhouse 



Large scale effect

- Most numerous species in EU
- High welfare problems during all stages

Short rearing period

- Limited monitoring time
- Many same age
- ~~Fast corrective actions~~

Expansion & adoption to other species

- 2 types of animals that differ in many aspects

Project



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ANIMAL WELFARE INDICATORS AT
THE SLAUGHTERHOUSE



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Horizon Europe project Research
and Innovation Action

8 000 000 €

budget

28 partners

11 countries

6 pilots

01 Nov 2022 - 31 Oct 2026



Results



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ANIMAL WELFARE INDICATORS AT
THE SLAUGHTERHOUSE



- 1) A catalogue of technologies to measure animal welfare indicators
- 2) Installed sensors in 6 slaughterhouses
- 3) Developed and validated 16 new sensors and algorithms
- 4) A data platform with visualisations as feedback mechanism
- 5) Best Practice Guides
- 6) Socio-economic analysis of livestock sector and consumers



A catalogue of technologies to measure animal welfare indicators



NUTRITION

Body weight

Description

The body condition reflects an animal's body reserves or fat accumulation examining the nutritional status of an individual pig. Poor welfare status, including stress or poor health, may be associated with variation in body condition. However, issues other than welfare (e.g. nutrition) might still affect body condition of pigs.

Methodology

- Computer vision
- Scale

- [FarmSee](#)
- [WUGGL One](#)
- [Growth sensor](#)
- [iDOL 65 camera](#)
- [OptiScan](#)
- [WeightCheck](#)
- [PigBrother](#)

- [PigVision](#)
- [PIGI](#)
- [Qscan](#)
- [Pigxcel™ ID \(prototype\)](#)
- [Weight-Detect TM \(prototype\)](#)

See:
www.awish-project.eu

Ramon-Perez et al., 2025. Technologies for automatic assessment of pig welfare using animal-based indicators in the slaughterhouse: a review

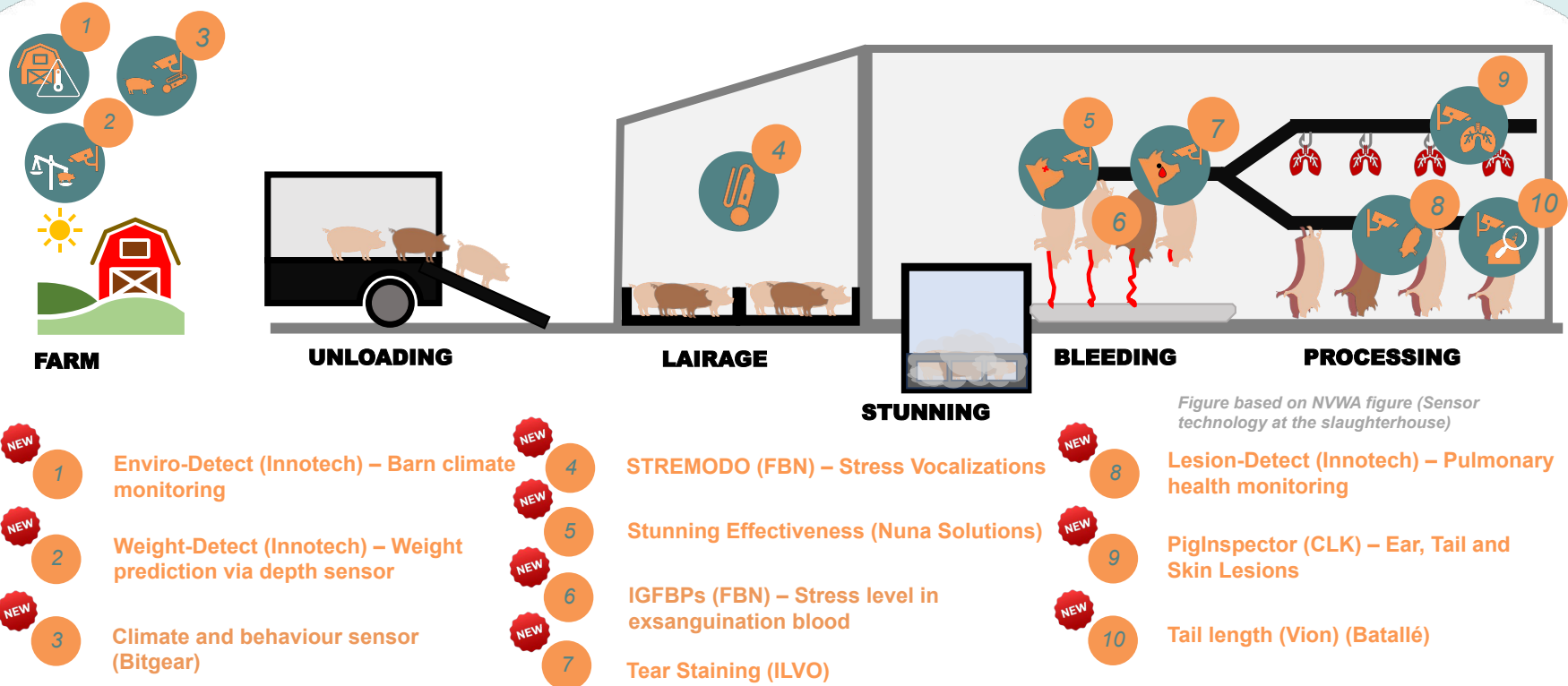
Pig pilots



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OVERVIEW SENSOR TECHNOLOGY



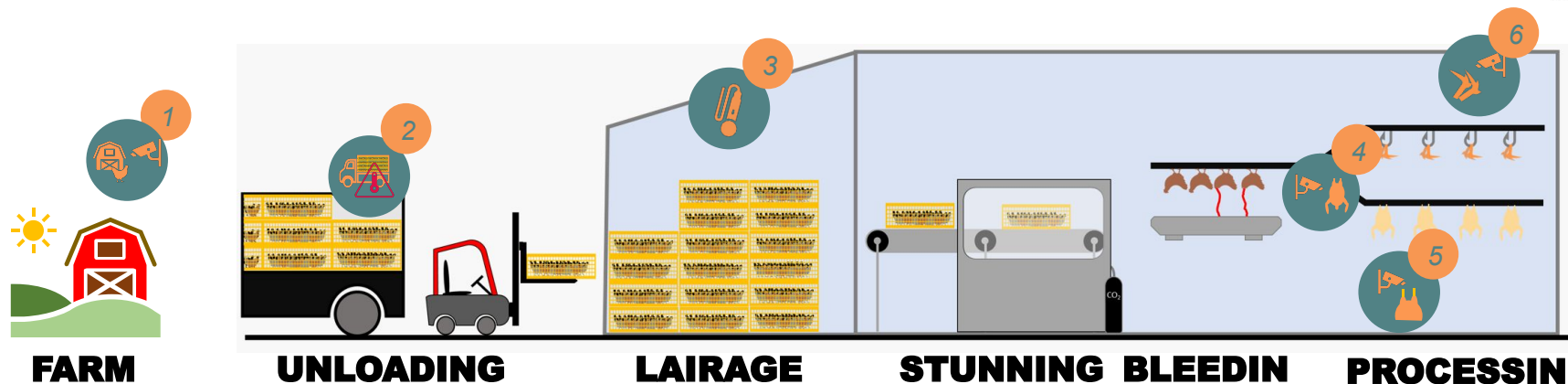
Broiler pilots



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THE SLAUGHTERHOUSE



OVERVIEW SENSOR TECHNOLOGY



G Figure based on NV **G** figure
(Sensortechnology at the slaughterhouse)

NEW

1

EBroilerTrack Image (ITAVI) – Individual broiler activity on farm

NEW

3

EBroilerTrack Sound (ITAVI) – Broiler vocalizations

NEW

4

ChickenCheck Catch Damage (CLK) – Catching damage (bruises and fractures) and scratches

NEW

5

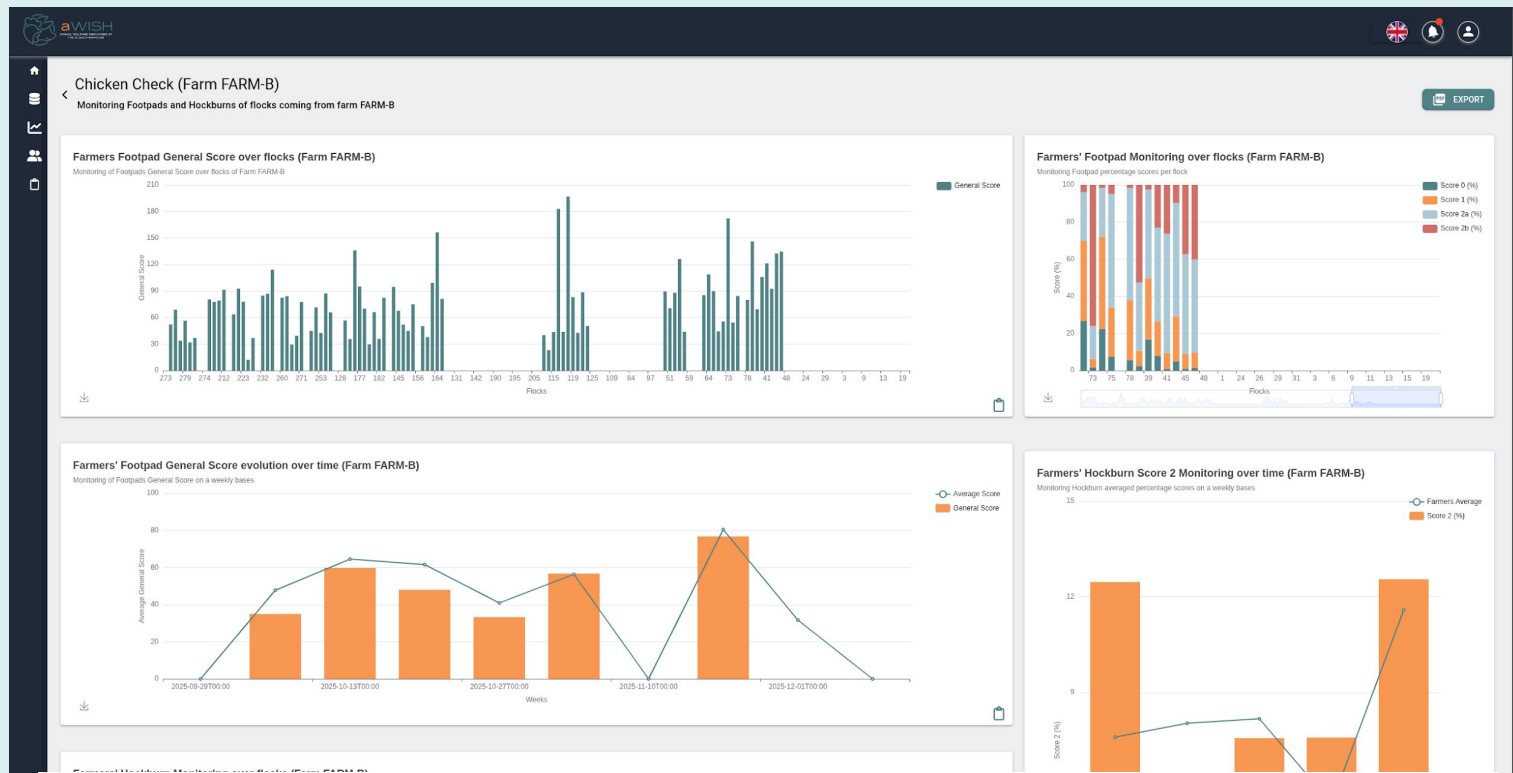
ChickenCheck Hockburn (CLK) –Hockburns

NEW

6

ChickenCheck Footpad (CLK) –Footpad dermatitis

Feedback mechanism for all actors in the chain





Practical guides for producers to tackle certain animal welfare problems



LAMENESS



1 IMPROVE HOUSING MANAGEMENT

1. Improve environment/grouping
Immediate measures:
- Remove any sharp edges or other hazards that could lead to injury
Long-term measures:
- Lower stocking density below EU legislation

2. Improve litter management
- See Guide "Animal Welfare - Broilers" under "Footpad Dermatitis/Hock burn"
- Provide high quality litter
- Lower stocking density

3. Provide enrichment
Immediate measures:
- Offer at least 2m of usable perch space (e.g. elevated platforms, bales of lucerne hay) or 1% of the total barn surface
- Use platforms or straw/hay bales rather than actual perches
- Switch up the position of the enrichment to regain interest in them
Long-term measures:
- Provide perches/platforms from the beginning to get broilers used to them
- Disinfect perch space after every flock
- Provide several different enrichment materials

4. Improve handling
- Gentle animal handling to avoid injuries



2 IMPROVE FEEDING

1. Improve feeding composition and management
Immediate measures:
- Check for good feed quality (using senses: sight, smell, touch)
- Add whole wheat to feed
- Feed a low-protein diet
- Add supplements like vitamin D3, pro- or synbiotics → in accordance with veterinarian or feed adviser
- Contact veterinarian/feed adviser for an analysis of vitamins, minerals etc. in feed (especially calcium to phosphorus ratio)

Long-term measures:
- Reduced nutrient density in first 2 weeks of life
- Regular analysis of feed composition

2. Improve feed and water hygiene
Immediate measures:
- Check feed quality (use senses: sight, smell, touch)
- Clean water and feed lines regularly (at least after every flock)
- Flush water lines prior to arrival of new animals

Long-term measures:
- Ensure good feed quality
- Clean and disinfect water lines regularly (after every flock and after treatments via the water system)
- Regular water analysis (at least twice a year)



3 IMPROVE LIGHTING

Immediate measures:
- Check lighting
- Clean light sources regularly
- Improve distribution of light throughout the barn: avoid sun beams as well as uneven light to prevent birds from crowding

Long-term measures:
- Implement a step-up lighting programme
- Add natural light (e.g. through windowed houses or semi-transparent roofing)
- Contact adviser to improve light distribution in barn
- Use transition period (dawn/dusk) to switch between dark and light period



4 IMPROVE ANIMAL HEALTH AND HYGIENE

1. Reduce infections
Immediate measures:
- Health monitoring of animals (lameness, immobile birds, mortality etc.) through daily observation
- Consult veterinarian when health problems arise
- Medical treatments according to the veterinarian's advice (e.g. coccidiostats)

Long-term measures:
- Implement a monitoring system using gait scoring
- Improve biosecurity (e.g. restriction of entrances to barn, change of clothes, hygiene sluice, pest control)
- Vaccinations (e.g. against Marek's Disease) → consult veterinarian
- Implement a preventative health programme with a veterinarian
- Diagnosis of infectious pathogens by veterinarian

2. Improve genetics
- Switch to slow growing breeds
- Select for good leg health

See:
www.awish-project.eu

Results



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- 6) Socio-economic analysis of livestock sector and consumers

To be continued:

- 1) Guidelines for sensor validation
- 2) Webinars, workshops, videos
- 3) Trainings and testing by 20 focus companies / pilot
- 4) Animal welfare and environmental assessment

Conclusion



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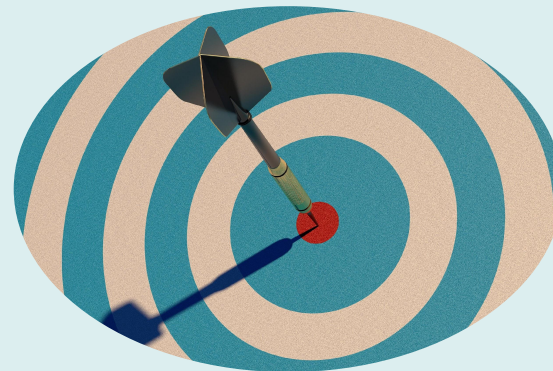
Research and Innovation to help **policy makers** and other actors (e.g. economic operators) **monitor and improve animal welfare**



Large scale



Cost efficient



Valid and effective

All of **it is available**, so **please use it** and help to maximize the impact!



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THE SLAUGHTERHOUSE

Stay up to date? Join the expert panel

www.awish-project.eu
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This project has received funding from the European Union's Horizon Europe Research and Innovation Program under Grant Agreement No. 101060818



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carnex



ADVANCING OUTCOME- BASED ANIMAL WELFARE: INSIGHTS FROM THE AWISH POLICY INDICATOR REPORT

Dr Helen Lambert

Consultant

Eurogroup for Animals



Animal Welfare Indicators:

Tools for measuring welfare outcomes

- Scientific measures of animals' *health, behaviour and experience*
- Used to assess **actual welfare outcomes**, not just provisions

Types of AWIs:

- *Animal-based (ABIs)*: Direct measures of the animal (e.g. injuries, behaviour, health)
- *Resource-based (RBIs)*: Features of the environment provided
- *Management-based (MBIs)*: Husbandry and handling practices

Why this matters for policy:

ABIs are most meaningful – reflect lived welfare, not assumed welfare

RBIs & MBIs indicate risk or opportunity, not outcomes

After implementation of an ambitious legal baseline, outcome-based indicators should be used to monitor welfare and ensure compliance



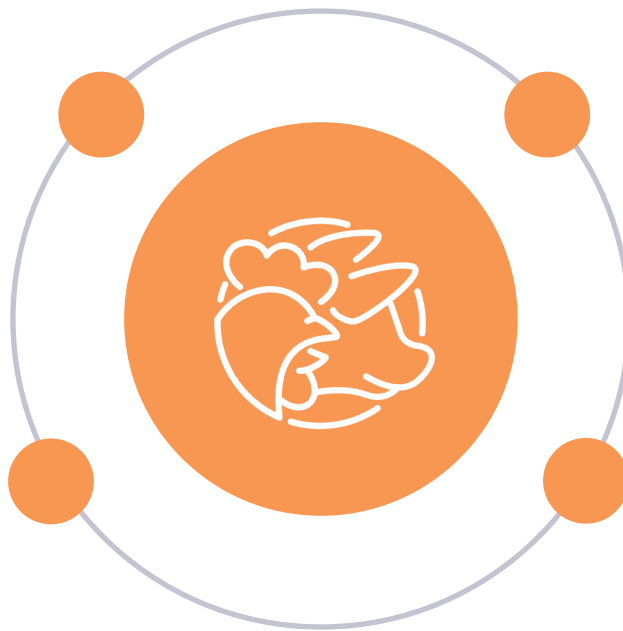
AWIs Are Tools – Not Solutions

AWIs can:

- Reveal whether animals are thriving or suffering
- Support monitoring, compliance, and evaluation

AWIs cannot:

- Fix inherently poor or cruel systems
- Replace minimum legal standards



Policy implication:

- Strong legislation must ban or phase out incompatible systems (e.g., cages, fast-growing broilers, mutilations)
- AWIs then enable verification, accountability, and improvement

Key message □ Indicators are effective only when embedded in ambitious law

Integrating AWIs Across EU Governance



Why integration matters

- AWIs link EU-level ambition with national implementation
- Support alignment between science, policy, and enforcement
- Enable assessment of the effectiveness of policy making decisions

Governance context

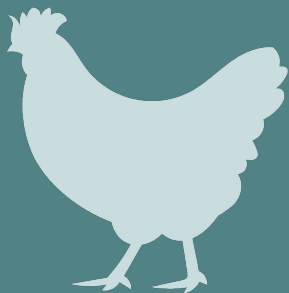
- European Commission: sets legal standards and objectives
- Member States: responsible for implementation and control

Key requirement

- Indicators must be harmonised for comparability
- Yet flexible for national contexts and systems



Embedding AWIs in Core EU Policy Channels



Legislation and Official Controls

- Integrated into species-specific legislation
- Support risk-based inspections under Official Controls
- Shift from input to outcome-based monitoring

Existing Use and Limitations

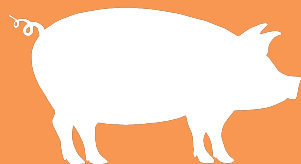
- Already used in EU Law
- Broiler Directive (footpad dermatitis, mortality)
- Uneven application across Member States
- Limited EU-wide comparability

Common Agricultural Policy (CAP)

- AWIs strengthen conditionality
- Enable outcome-based welfare payments
- Incentivise standards above the legal minimum
- Support comparability and benchmarking of welfare performance



Data, Labelling, Trade and Digitalisation



Labelling and trade

- AWIs underpin credible welfare labelling and consumer transparency
- Already applied in national schemes
- Support trade verification for imports



Funded by
the European Union

Data and digital infrastructure

- Harmonised data enable EU-wide comparability and enforcement
- Digital tools reduce administrative burden and improve consistency

aWISH contribution

- Demonstrates automated collection of slaughterhouse AWIs
- Enables benchmarking, feedback loops, and harmonisation
- Supports scalable, digitalised, risk-based enforcement and policy evaluation

Core message:

- AWIs are most effective when used across policy, incentives, and digital monitoring — not just measured in isolation.

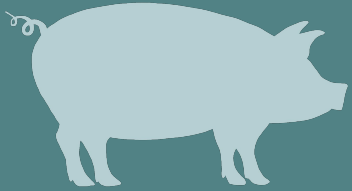


Member States' Role

- Member States are responsible for collecting and verifying AWI data
- Methods include official veterinarians, private auditors, or automated systems
- EU guidance helps support consistency while allowing national flexibility



Building a cohesive framework



Standardised definitions, data collection, and reporting can **reduce fragmentation across Member States**

EU-level platforms can **aggregate and compare data**, supporting benchmarking, trend analysis, harmonisation, and learning across Member States

Animal Welfare Indicators provide **evidence of outcomes** and can **inform policy, enforcement, and incentives**



Conclusion: From Evidence to Action



- AWIs translate scientific evidence into **measurable welfare outcomes**
- Most effective when embedded in **strong legislation and harmonised frameworks**
- Support **EU-wide comparability, policy evaluation, and continuous improvement**
- Digitalisation and standardised data **enhance monitoring and enforcement**



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Thank you.

Dr Helen Lambert
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ANIMAL WELFARE UNIT REPORT

Christian Juliusson

Legislative Officer, European Commission DG

SANTE.G.3 - Animal Welfare



Reminder: Animal welfare indicators

Animal welfare indicators are measurable or categorical parameters which provide a structured approach to assessing and improving animal well-being. They are useful to:

- Evaluate the effectiveness or implementation of animal welfare legislations and policies
- Analyse and compare performance across operators and Member States
- Identify policy priorities
- Monitor compliance to the animal welfare legislation
- Monitor the uptake of practices in line with scientific findings on animal welfare
- Early detection of health and welfare issues before they escalate
- Inform consumers and citizens on facts about animal welfare

Reminder: Animal welfare indicators



Animal-based indicators

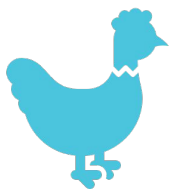


Resource-based indicators



Management-based indicators

Reminder: state of play at EU level



Type of housing system
for laying hens

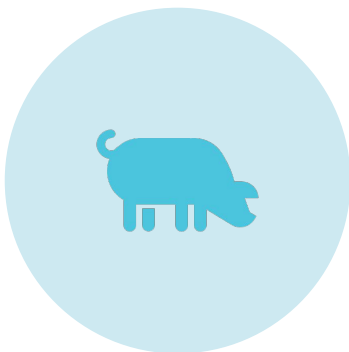


Record keeping of some
indicators for broilers



Record keeping of
mortality

Current activities on animal welfare indicators



SUBGROUP ON ANIMAL
WELFARE POLICY INDICATORS



STUDY ON ANIMAL WELFARE
INDICATORS

Subgroup on animal welfare policy indicators

- **Policy indicators** on animal welfare
- Pigs, broilers, laying hens, cattle, sheep and goats, rabbits and fish
- Only **farming**
- To measure the **effectiveness of EU policy** instruments in delivering welfare to the animals



State of play & process

- Twelve meetings:
 - One introductory meeting
 - Three meetings on pig welfare indicators
 - Two meetings on laying hen welfare indicators
 - Two meetings on broiler welfare indicators
 - One meeting on beef cattle welfare indicators
 - Two meetings on dairy cow and calf welfare indicators
 - One meeting on rabbit welfare indicators

- Next steps:
 - Turkey welfare indicators



Criteria for animal welfare indicators



Specific and accurate / fit for purpose



Scientifically valid



Clearly defined / repeatable



Applicable across all farming systems



Available to the extent possible



Cost-efficient

Study on animal welfare indicators

Scope:

- On farm/breeding establishment, transport and at slaughter/killing
- CAP impact indicators

Objectives:

- To identify, fully operationalise, and build consensus on animal welfare indicators
- To establish a baseline for a selection of indicators

Categories of animals in scope of the study

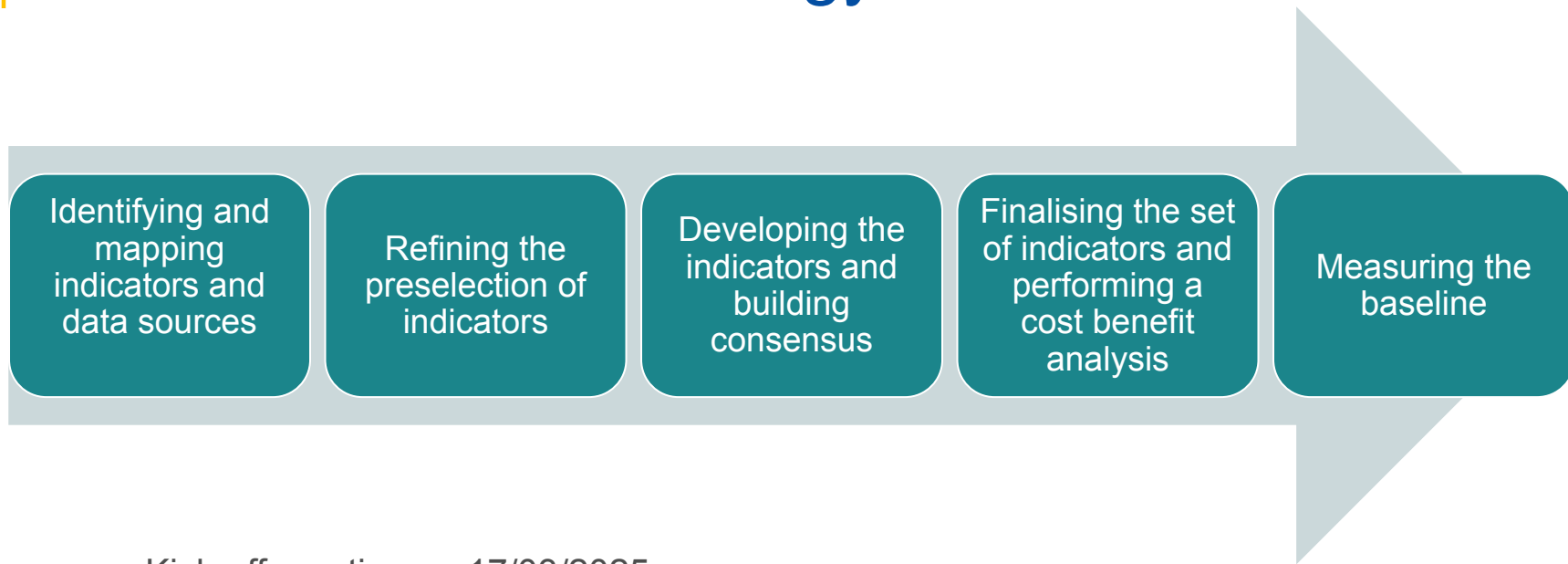
On farm/breeding establishment: dairy cows, beef cattle, calves, fattening pigs, sows, piglets, broilers and laying hens (including breeders), pullets, turkeys, meat rabbits, minks, common carp, farmed trout, farmed sea bass and sea bream, dogs and cats;

Transport: dairy cows, beef cattle, calves, pigs and piglets, broilers and laying hens (including end of career laying hens), turkeys, common carp, farmed trout, farmed sea bass and sea bream, dogs and cats

Slaughter and killing: cattle, calves, fattening pigs, sows, piglets, chicken, turkeys, common carp, farmed trout, sea bass and sea bream

CAP impact: dairy cows, beef cattle, calves, pigs, broilers, and laying hens

Process and methodology



- Kick-off meeting on 17/03/2025
- Planned duration: 18 months

The study includes:



Litterature review
Technical survey to NCAs,
EURCAWs and NRCs



Technical survey to industry and
civil society organisations



80 interviews with all
stakeholders
Focus groups

Thank you

REGIONAL AUTHORITIES' PERSPECTIVE



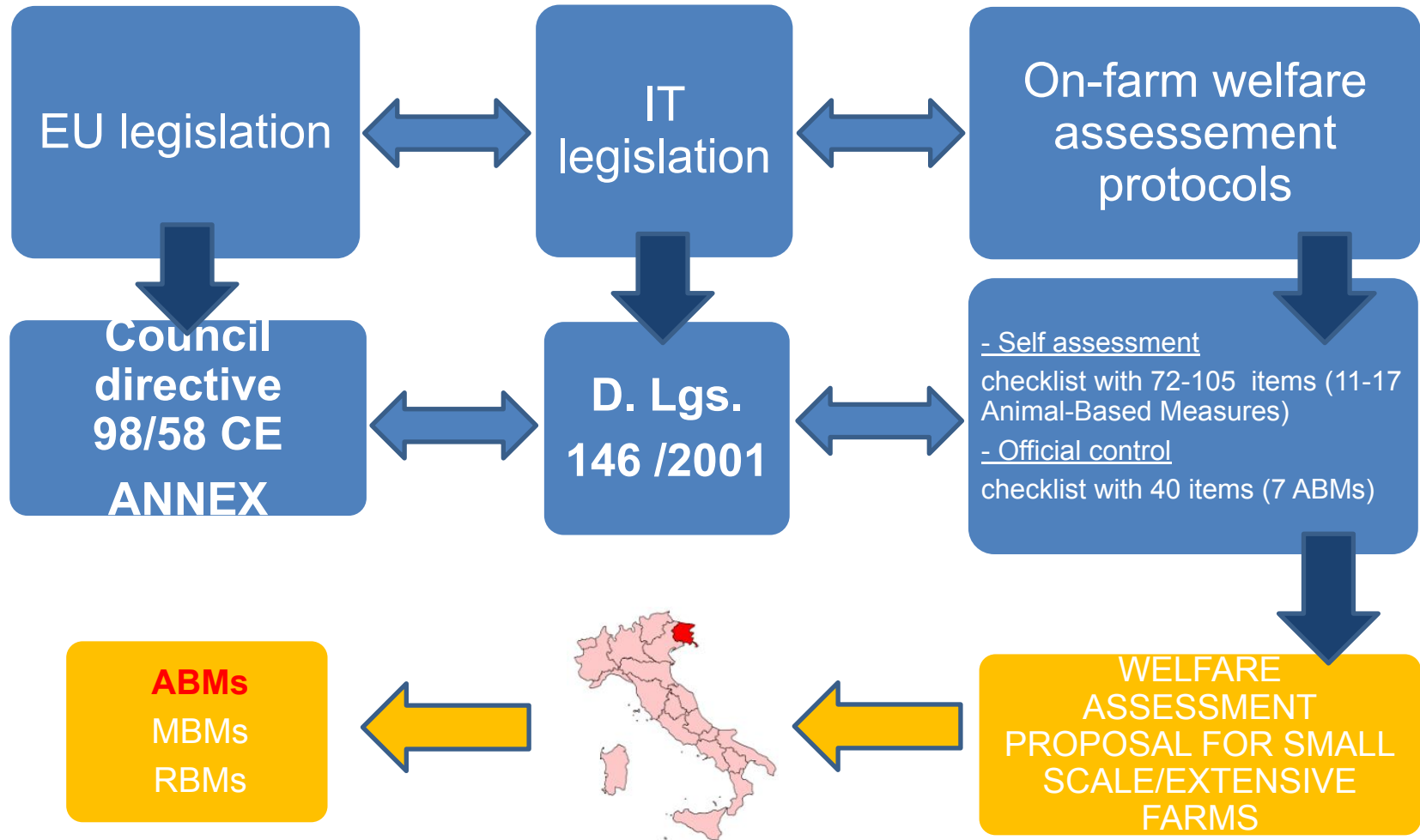
Dr Anna Zuliani
Veterinario Ufficiale
Azienda Sanitaria Universitaria Friuli Centrale

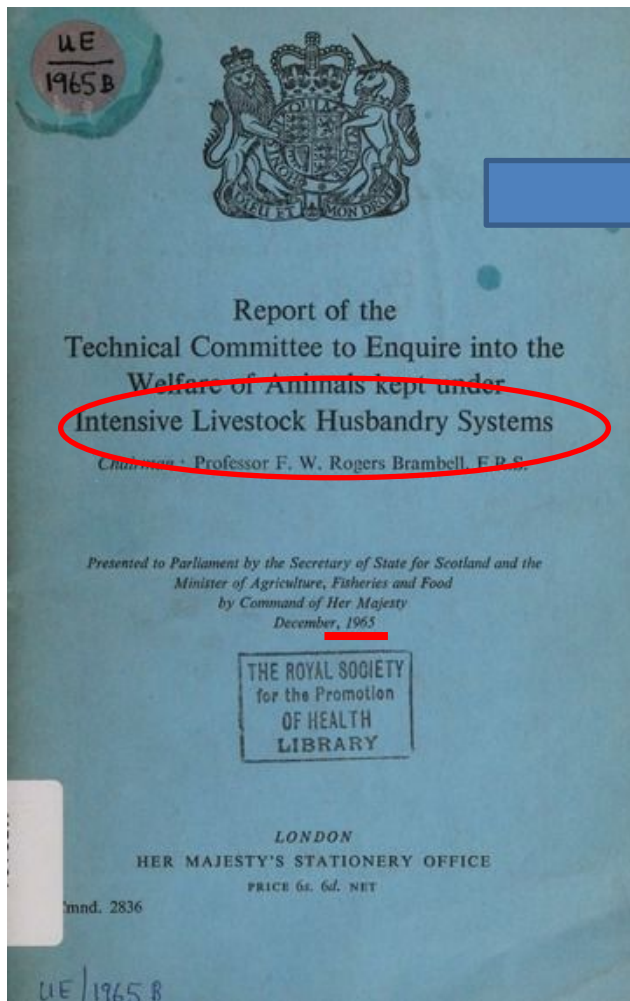


FROM INDICATORS TO IMPLEMENTATION: PATHWAYS FOR EU WELFARE REFORM



Anna Zuliani
Veterinary Officer
Azienda Sanitaria Universitaria Friuli Centrale





European Treaty Series - No. 87

European Convention for the Protection of Animals kept for Farming Purposes*

Strasbourg, 10.III.1978

The member States of the Council of Europe signatory hereto,

Considering that it is desirable to adopt common provisions for the protection of animals kept for farming purposes, particularly in modern intensive stock-farming systems,

COUNCIL DIRECTIVE 9858/EC

of 20 July 1998

concerning the protection of animals kept for farming purposes

(OJ L 221, 8.8.1998, p. 73)

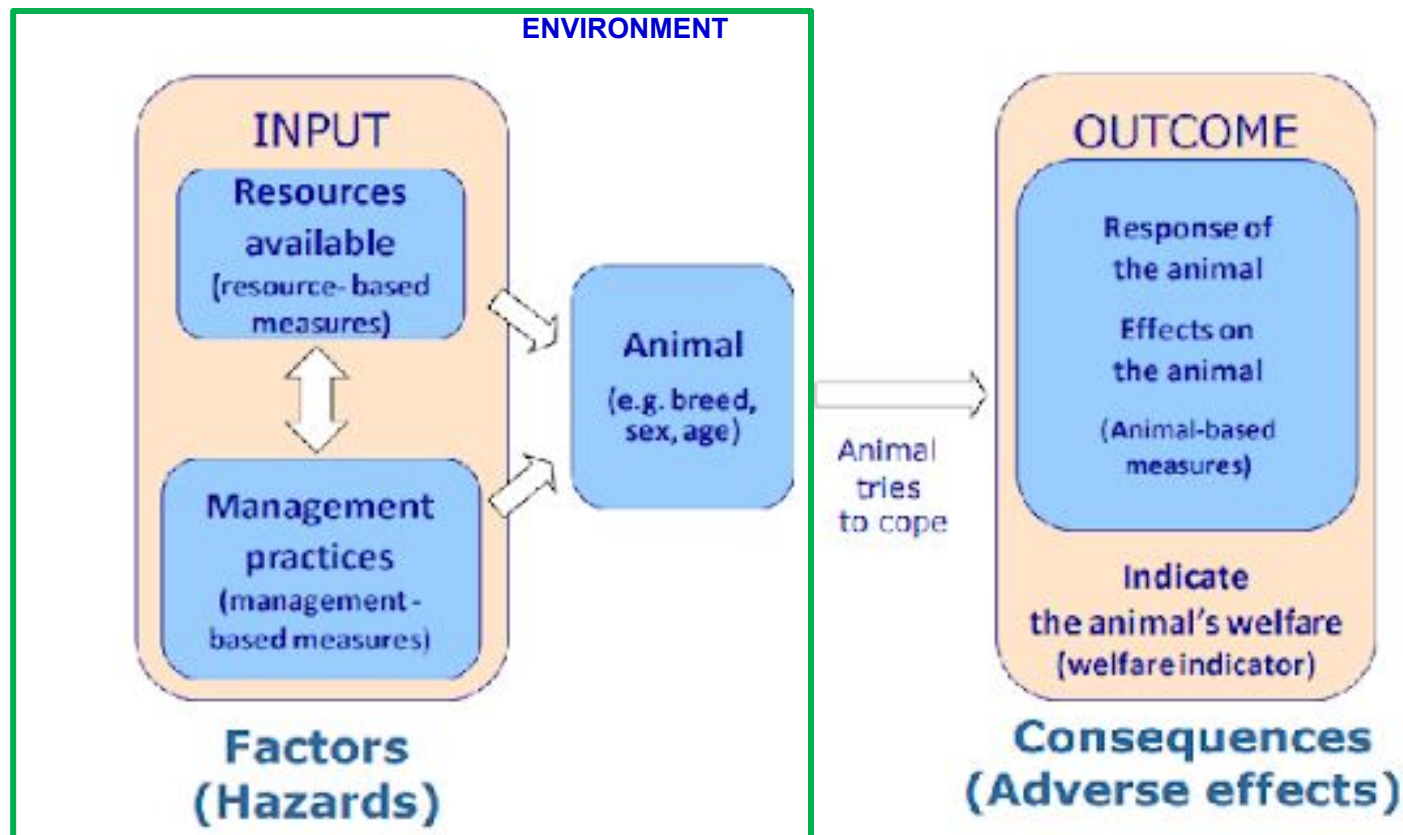


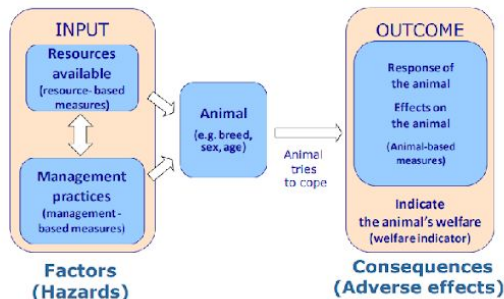
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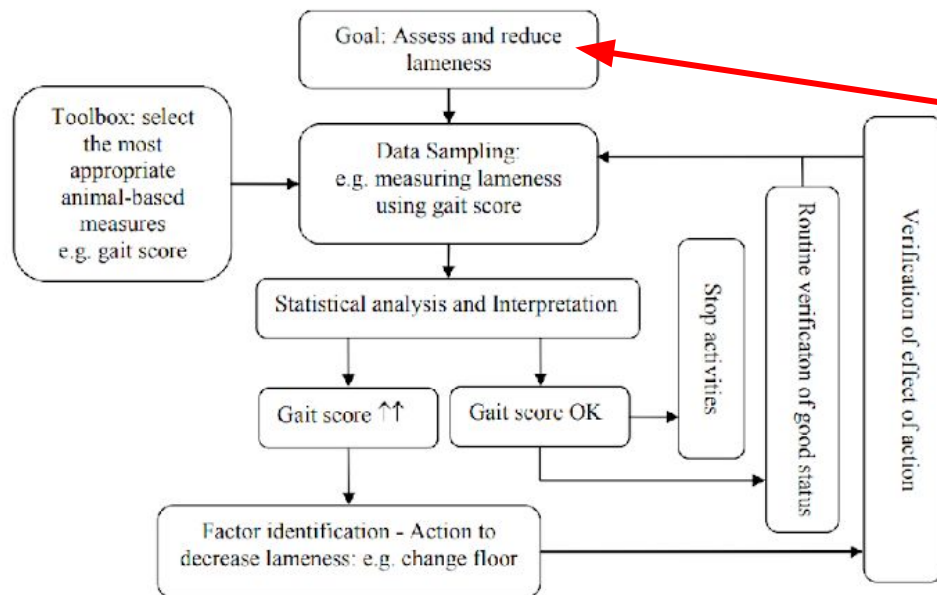
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SIMILAR SYSTEMS HAVE SIMILAR HAZARDS (RISK FACTORS) AND OFTEN SIMILAR ADVERSE EFFECTS



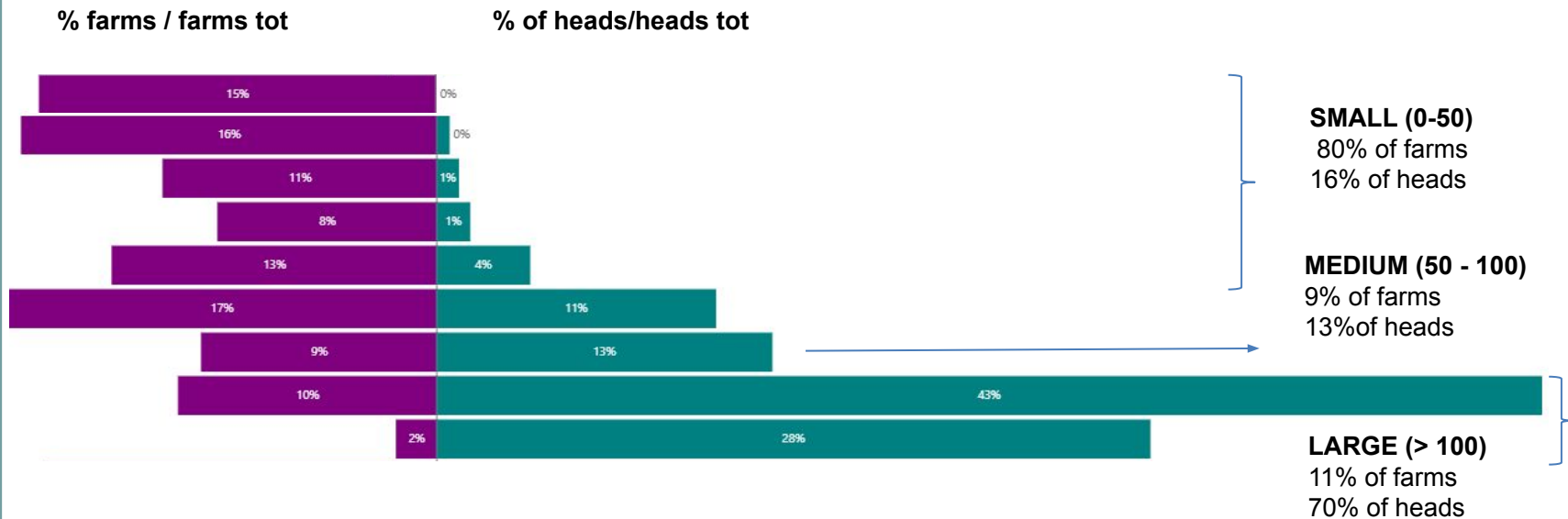


IF FARMING SYSTEMS ARE DIFFERENT (AND THEY ARE!), WE CANNOT MAKE THE ASSUMPTION THAT MEASURING INPUTS VALIDATED IN INTENSIVE FARMS AS PROXIES OF WELFARE OUTCOMES IS AS RELIABLE IN OTHER FARMING SYSTEMS



WE NEED TO FOCUS ON THE WELFARE OUTCOMES (**ABMs**) TO FIND OUT WHETHER OR NOT THE ANIMALS ARE HAVING A GOOD QUALITY OF LIFE (POLICY OBJECTIVE)

CATTLE FARM SIZES IN ITALY



FARMING SYSTEMS ARE VERY DIVERSE -> INPUTS, STRUCTURES, BREEDS, MANAGEMENT...



IF THE GRASS IS GREEN, ARE THE GIRLS ALWAYS PRETTY ?

RESOURCE-BASED **OK**

ANIMAL-BASED **OK**



RESOURCE-BASED **NO**

ANIMAL-BASED **OK**



RESOURCE-BASED

NO

ANIMAL-BASED **NO**

RESOURCE-BASED

OK

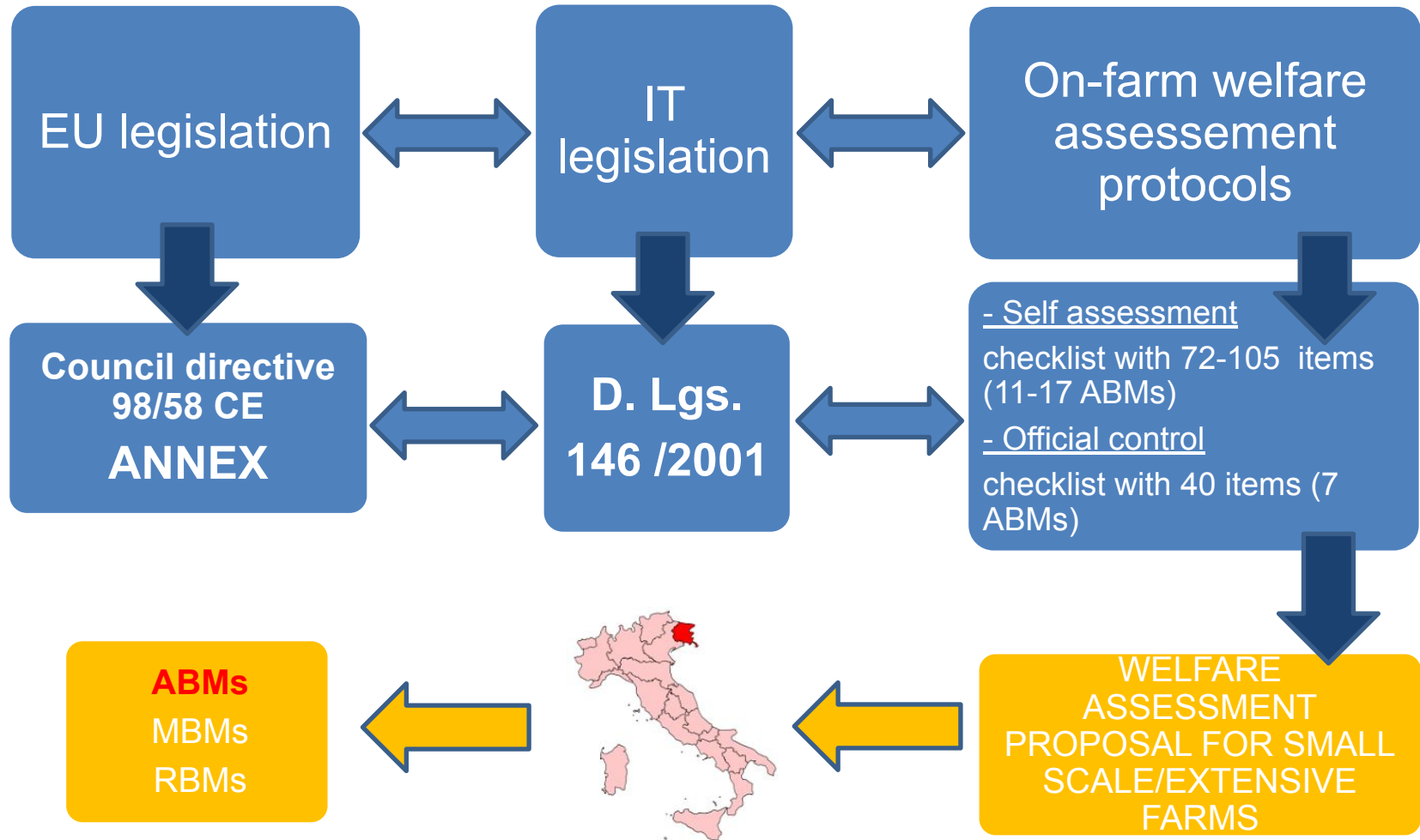
ANIMAL-BASED **NO**



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Council directive 98/58 CE - D. Lgs. 146 /2001

ANNEX

- 1. Staffing**
- 2. Inspection**
- 3. Record keeping**
- 4. Freedom of movement**
- 5. Buildings and accommodation**
- 6. Animals not kept in buildings**
- 7. Automatic or mechanical equipment**
- 8. Feed, water and other substances**
- 9. Mutilations**
- 10. Breeding procedures**

ANNEX

Staffing

1. Animals shall be cared for by a sufficient number of staff who possess the appropriate ability, knowledge and professional competence. **MBM**

Inspection

2. All animals kept in husbandry systems in which their welfare depends on frequent human attention shall be inspected at least once a day.

Animals in other systems shall be inspected at intervals sufficient to avoid any suffering. **MBM**

3. Adequate lighting (fixed or portable) shall be available to enable the animals to be thoroughly inspected at any time. **RBM**

4. Any animal which appears to be ill or injured must be cared for appropriately without delay and, where an animal does not respond to such care, veterinary advice must be obtained as soon as possible. Where necessary sick or injured animals shall be isolated in suitable accommodation with, where appropriate, dry comfortable bedding. **ABM**

Record keeping

5. The owner or keeper of the animals shall maintain a record of any medicinal treatment given and of the number of mortalities found to each inspection. Where equivalent information is required to be kept for other purposes, this shall also suffice for the purposes of this Directive. **MBM**

6. These records shall be retained for a period of at least three years and shall be made available to the competent authority when carrying out an inspection or when otherwise requested. **MBM**

Freedom of movement

7. The freedom of movement of an animal, having regard to its species and in accordance with established experience and scientific knowledge, must not be restricted in such a way as to cause it unnecessary suffering or injury. Where an animal is continuously or regularly tethered or confined, it must be given the space appropriate to its physiological and ethological needs in accordance with established experience and scientific knowledge. **ABM**

Buildings and accommodation

8. Materials to be used for the construction of accommodation, and in particular for the construction of pens and equipment with which the animals may come into contact, must not be harmful to the animals and must be capable of being thoroughly cleaned and disinfected. **ABM**

9. Accommodation and fittings for securing animals shall be constructed and maintained so that there are no sharp edges or protrusions likely to cause injury to the animals. **ABM**

10. Air circulation, dust levels, temperature, relative air humidity and gas concentrations must be kept within limits which are not harmful to the animals. **ABM** 11. Animals kept in buildings must not be kept either in permanent darkness or without an appropriate period of rest from artificial lighting. Where the natural light available is insufficient to meet the physiological and ethological needs of the animals, appropriate artificial lighting must be provided. **RBM**

ANNEX

Animals not kept in buildings

12. Animals not kept in buildings shall where necessary and possible be given protection from adverse weather conditions, predators and risks to their health. **ABM**

Automatic or mechanical equipment

13. All automated or mechanical equipment essential for the health and well-being of the animals must be inspected at least once daily. Where defects are discovered, these must be rectified immediately, or if this is impossible, appropriate steps must be taken to safeguard the health and well-being of the animals. Where the health and well-being of the animals is dependent on an artificial ventilation system, provision must be made for an appropriate backup system to guarantee sufficient air renewal to preserve the health and well-being of the animals in the event of failure of the system, and an alarm system must be provided to give warning of breakdown. The alarm system must be tested regularly. **RBM**

Feed, water and other substances

14. Animals must be fed a wholesome diet which is appropriate to their age and species and which is fed to them in sufficient quantity to maintain them in good health and satisfy their nutritional needs. No animal shall be provided with food or liquid in a manner, nor shall such food or liquid contain any substance, which may cause unnecessary suffering or injury. **ABM**

15. All animals must have access to feed at intervals appropriate to their physiological needs. **MBM**

16. All animals must have access to a suitable water supply or be able to satisfy their fluid intake needs by other means. **RBM**

17. Feeding and watering equipment must be designed, constructed and placed so that contamination of food and water and the harmful effects of competition between the animals are minimised. **ABM**

18. No other substance, with the exception of those given for therapeutic, or prophylactic purposes or for the purposes of zootechnical treatment as defined in Article 1(2)(c) of Directive 96/22/EEC (1), must be administered to an animal unless it has been demonstrated by scientific studies of animal welfare or established experience that the effect of that substance is not detrimental to the health or welfare of the animal. **MBM**

Mutilations

19. Pending the adoption of specific provisions concerning mutilations in accordance with the procedure laid down in Article 5, and without prejudice to Directive 91/630/EEC, relevant national provisions shall apply in accordance with the general rules of the Treaty. **MBM**

Breeding procedures

20. Natural or artificial breeding or breeding procedures which cause or are likely to cause suffering or injury to any of the animals concerned must not be practised. This provision shall not preclude the use of certain procedures likely to cause minimal or momentary suffering or injury, or which might necessitate interventions which would not cause lasting injury, where these are allowed by national provisions. 21. No animal shall be kept for farming purposes unless it can reasonably be expected, on the basis of its genotype or phenotype, that it can be kept without detrimental effect on its health or welfare. **ABM**

Council directive 98/58 CE - D. Lgs. 146 /2001

ANNEX

1. Staffing **MBM**
2. Inspection **MBM RBM ABM**
3. Record keeping **MBM MBM**
4. Freedom of movement **ABM**
5. Buildings and accommodation **ABM ABM ABM RBM**
6. Animals not kept in buildings **ABM**
7. Automatic or mechanical equipment **RBM**
8. Feed, water and other substances **ABM MBM RBM ABM MBM**
9. Mutilations **MBM**
10. Breeding procedures **ABM**

ANIMAL BASED MEASURES (ABM)

All animals are assessed in small scale farms (<50 cattle)

- **BODY CONDITION SCORE** Alarm threshld 10%
- **CLEANLINESS** Warning threshold 20% Alarm threshold 50%
- **LESIONS** Alarm threshold – 30% of animals with mild lesions
- **LAMENESS** Alarm threshold – 15%
- **RESPIRATORY AND ENTERIC DISEASES (only beef cattle)** Alarm thresholds 15 % of animals with severe condition and 40% of animals with mild condition
- **MORTALITY** Alarm threshold – 5%
- **SOMATIC CELL COUNT** Alarm threshold geometric mean of SCC > 400.000 Cell/ml

TO CONCLUDE...

THE PROPOSAL IS

- ADHERING TO THE CURRENT LEGISLATIVE FRAMEWORK
- APPLYING WELL-ESTABLISHED **ABMs** -> VETS ARE TRAINED AND THRESHOLDS ARE DEFINED BY THE NATIONAL REFERENCE CENTRE FOR AW
- APPLICABLE IN ALL FARMING SYSTEMS -> MONITORING CURRENT STATUS AND MEASURING PROGRESS TOWARDS POLICY OBJECTIVE





THANK YOU

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COFFEE

BREAK

14:30 – 15:05

PANEL DEBATE

Moderated by Dr Helen Lambert
Consultant
Eurogroup for Animals



PANELISTS



Christian Juliusson
DG Sante



Prof. Bas Rodenburg
Utrecht University



Anna Zuliani
Azienda Sanitaria Universitaria Friuli Centrale



Kaido Kroon
DG AGRI



Vinciane Patelou
Compassion in World Farming



Nadia khaldoune
AVEC

PLENARY SUMMARY AND REFLECTIONS

Inês Grenho Ajuda
Farm Animals Programme Leader
Eurogroup for Animals





THANK
YOU