



MONITOR DE INICIATIVAS CORPORATIVAS POR LOS ANIMALES



Monitor de Iniciativas Corporativas por los Animales (MICA) analyzes the animal welfare performance of Latin America's most influential food and hospitality companies. In 2020, we focused on laying hen confinement for 34 companies across food industry segments.

Cage confinement of hens by the egg industry is one of the most terrible food industry practices, as hens cannot express most of their natural behaviors, such as nesting, spreading their wings, dustbathing, and foraging.

In fact, thousands of companies worldwide have pledged to ban cages from their egg supply chains. Most companies are committed to an implementation deadline of December 31, 2025, which is approaching; therefore, the public expects that companies start making considerable progress on their transitions and report this progress annually.

After analyzing public information, engaging with cooperative food companies, and collecting information through a private survey sent to companies, we ranked the 34 companies' performance on this critical animal welfare issue as follows:

NOTE: We expect retailer commitments to cover 100 percent of shell eggs. For all other company categories, we expect commitments to cover 100 percent of egg sourcing, including shell eggs, liquid eggs, and egg ingredients.



Nivel Oro:

**100%
Cage-Free**

Gold-level companies publicly report that their Latin American supply chains are 100 percent cage-free.

None

Nivel Plata:

**Close to
Fulfillment**

Silver-level companies publicly report that their Latin American supply chains are more than 90 percent cage-free.

[Costco](#)

To advance to the gold level, companies must complete these steps:

- Reach, maintain, and publicly report 100 percent cage-free egg sourcing throughout Latin America.

Nivel Bronce:

**Significant Progress,
Public Reporting**

Bronze-level companies publicly report that their Latin American supply chains are more than 20 percent cage-free.

[Arcos Dorados](#)

[Kraft-Heinz*](#)

[GPA](#)

To advance to the silver level, companies must complete these steps:

- Achieve 90 percent or greater cage-free egg sourcing throughout Latin America.
- Continue to report progress publicly on an annual basis.

Note: As we approach 2025, the threshold for bronze-level eligibility will increase as follows: 40 percent in 2022, 60 percent in 2023, and 80 percent in 2024.

*Mercy For Animals did not contact Kraft-Heinz for this project. We included them on the basis of publicly available data.

● Nivel Verde: “Some Progress, Demonstrated Transparency”

Green-level companies publicly or privately report that their Latin American supply chains are more than 5 percent cage-free.

- [Carrefour](#)
- [Subway](#)
- [Unilever](#)
- [Grupo Big \(ex-Walmart Brasil\)*](#)

*Through a private questionnaire, this company informed Mercy For Animals of 6–20 percent progress in its transition to a cage-free egg supply chain.

To advance to the bronze level, companies must complete these steps:

- Reach the bronze-level threshold for the pertinent year.
- Begin reporting progress publicly on an annual basis.

Note: As we approach 2025, the threshold for green-level eligibility will increase as follows: 20 percent in 2022, 30 percent in 2023, and 40 percent in 2024.

● Nivel Amarillo: “Little or No Progress, Some Transparency”

Yellow-level companies have publicly committed to 100 percent cage-free egg sourcing throughout Latin America and demonstrate transparency by participating privately in our questionnaire. But they have made insufficient progress and have not publicly reported their progress.

- [Aramark*](#)
- [Brazil Fast Food Corporation \(BFEC\)*](#)
- [Compass Group](#)
- [IHG](#)
- [Mondelēz*](#)
- [Puratos*](#)
- [Sodexo*](#)

*Through a private questionnaire, this company informed Mercy For Animals of 0–5 percent progress in its transition to a cage-free egg supply chain.

To advance to the green level, companies must complete these steps:

- Reach the green-level threshold for the pertinent year.
- Begin reporting progress publicly (preferred) or privately (through MICA questionnaires) on an annual basis.

Note: As we approach 2025, the threshold for yellow-level eligibility will increase as follows: 0–5 percent in 2021, 0–20 percent in 2022, 0–30 percent in 2023, and 0–40 percent in 2024.

● Nivel Naranja: “No Commitment or No Transparency”

Orange-level companies fall into one of the following categories:

Publicly committed to 100 percent cage-free egg sourcing throughout Latin America but have not reported any progress publicly or privately.

- [Accor Hotels](#)
- [Alsea](#)
- [Grupo Bimbo](#)
- [Grupo Éxito](#)
- [Hilton](#)
- [Marriott International](#)
- [Nestlé](#)
- [PepsiCo](#)
- [Restaurant Brands International \(RBI\)](#)
- [Royal Caribbean](#)

Reporting little to no progress privately but have not publicly committed to 100 percent cage-free egg sourcing throughout Latin America.

- Distribuidora Internacional de Alimentación (DIA)
- Jerónimo Martins*
- Mars

*Although Jerónimo Martins has not yet publicly committed to eliminating cages, through a private questionnaire the company informed Mercy For Animals of 41–60 percent progress in its transition to cage-free egg sourcing in Latin America.

To advance to the yellow level, companies must meet both criteria:

- Commit to achieving a 100 percent cage-free egg supply chain in Latin America by 2025.
- Begin reporting progress publicly (preferred) or privately (through MICA questionnaires) on an annual basis.



● Nivel Rojo: “No Commitment and No Transparency”

Red-level companies have not publicly committed to 100 percent cage-free egg sourcing in Latin America, have not publicly reported any progress, and have refused or failed to complete our private questionnaire.

These companies are the worst performers on animal welfare in Latin America.

- Barceló Hotel Group
- Cencosud
- FEMSA Comercio
- Grupo Herdez
- Organización Soriana
- Walmart de México y Centroamérica

To advance to the orange level, companies must take at least one of these steps:

- Commit to achieving a 100 percent cage-free egg supply chain in Latin America by 2025.
- Begin reporting progress publicly (preferred) or privately (through MICA questionnaires) on an annual basis.