



MONITOR DE INICIATIVAS  
CORPORATIVAS POR LOS ANIMALES



**Report**  
**2022-2023**

**Monitor de Iniciativas Corporativas por los Animales (MICA) analyzes the animal welfare performance of Latin America's most influential food and hospitality companies, aiming to evaluate their stance on and progress toward an exclusively cage-free egg supply chain.**

Chickens are remarkably similar to humans: They walk on two feet, perceive their surroundings in a wide array of colors, and are social. Chickens also anticipate events, worry about the future, and show self-control by refusing small rewards in hopes of receiving larger ones later. Moreover, these birds develop [abilities](#) that would take a human child months or even years to master, including counting to five, recognizing that an object placed out of sight still exists, and distinguishing objects that are structurally possible from those that are structurally impossible.

**Cage confinement** of hens by the egg industry is **one of the cruelest food industry practices**, as hens **cannot do much of anything that is natural to them** or experience positive emotional states. Spending their lives in barren wire cages seriously affects the **mental and physical health of factory-farmed hens**, who are susceptible to lameness, bone fragility, muscle weakness, and severe stress.

This third edition of MICA assesses **59 influential companies** regarding their stance on and progress toward banning cages from their egg supply chains. We analyzed public data and the information these companies submitted to WelfareProgress.com. This report includes 58 companies, since two recently merged.

Corporations that demonstrate honesty and transparency to their customers earn public respect. Since **trust** is a key factor in enabling consumers to develop a loyalty relationship with a specific brand, this edition of MICA especially favors **companies that have demonstrated public transparency**.

In this year's ranking, around **a quarter of the evaluated companies dropped one level** due to lack of transparency. To a great extent, customer satisfaction with a brand depends on transparency; without it, people may feel cheated and lose faith in the brand. Thus, it is essential for food and hospitality companies to demonstrate progress or tell their customers why they have not achieved the progress originally promised, as well as how they plan to get back on track.

**Some influential companies rose a level**, showing that progress toward a cage-free world is underway. We applaud the efforts of all the companies actively working to build a kinder and safer future for animals and people.

Please note that a company must report greater implementation progress than the year before to maintain or rise a level. Another important consideration is that we are approaching **2025**, the deadline year set by the majority of companies for completely eliminating cages from their egg supply chains. Consumers are closely watching how—or whether—their favorite brands achieve this transition.

The ranking results are listed below.<sup>1</sup>

New



Level up



Same level



Level down



## Gold Level: 100% Cage-Free

- Companies at this level **publicly report** that they have achieved 100% cage-free sourcing in their Latin American egg supply chains.

- Barilla
- BRF
- Costco<sup>2</sup>
- Danone



## Silver Level: Close to Fulfillment

- Silver-level companies **publicly report** that their Latin American supply chains are **91%–99.9%** cage-free.

- No companies at this level



## Bronze Level: Significant Progress, Public Reporting

- Bronze-level companies **publicly report** that their Latin American supply chains are **41%–90%** cage-free.

- GPA
- JBS



## Green Level: Some Progress, Demonstrated Transparency

- Green-level companies **publicly report** that their Latin American supply chains are **21%–40%** cage-free.

- No companies at this level

## Yellow Level: Little or No Progress, Some Transparency

- Yellow-level companies have **publicly committed** to 100% cage-free egg sourcing throughout Latin America and **publicly report** limited progress (0%–20%) in Latin America.

• Accor <sup>3</sup>	=
• Aramark	=
• Arcos Dorados <sup>4</sup>	▼
• Bimbo <sup>5</sup>	=
• Carrefour <sup>6</sup>	▼
• Colombina <sup>7</sup>	▲
• Compass	=
• Hilton	▲
• Kellogg's <sup>8</sup>	▲
• Kraft Heinz	=
• Marriott	=
• Newrest	*
• RBI	▲
• Subway	▼
• Unilever	=

## Orange Level: Not Transparent or Not Committed

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

- Publicly committed** to 100% cage-free egg sourcing across Latin America but have **not shown transparency** by publicly reporting any progress.
- Not publicly committed** to supplying 100% cage-free eggs in Latin America. These companies **have demonstrated transparency**, however, by reporting their little or no progress through the MICA questionnaire. Additionally, these companies were **not classified as orange or red level** in previous years.

• Alsea	=
• Assaí	*
• Barceló	▼
• Best Western	=
• BFFC	▼
• Cargill	=
• Crepes & Waffles <sup>9</sup>	▼
• DIA <sup>10</sup>	=
• Ferrero	▼
• gategroup	*
• InterContinental Hotels	=
• Mondelēz	=
• Nestlé	=
• PepsiCo	=
• Pif Paf	▼
• Puratos	▼
• RIU Hotels <sup>11</sup>	*
• Royal Caribbean	=
• Sodexo	▼

## Red Level: No Commitment and No Transparency

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

- **No public commitment** to supplying 100% cage-free eggs in Latin America, **no public progress reporting**, and dismissal or refusal to complete the MICA questionnaire.
- Classified **as orange level in previous MICA editions** (lacked a commitment but answered the MICA questionnaire) and **no reported progress** this year.

**These companies represent the worst animal welfare performance in Latin America:**

- Alicorp =
- Arcor ↓
- Camil =
- Carozzi =
- Cencosud ↓
- Chedraui =
- Falabella =
- FEMSA =
- Grupo Éxito =
- HEB ↓
- Grupo Herdez ↓
- Jeronimo Martins =
- Jüsto \*
- Latam Airlines \*
- Mars =
- Selina Hotels \*
- Soriana =
- Walmart de México y Centroamérica =

<sup>1</sup> For the yellow level and higher, staying on the same level does not necessarily imply a lack of progress; rather, the progress made fell short of that required to move up. With each MICA edition, climbing a level demands greater improvement.

<sup>2</sup> Costco reaches the gold level, although the company continues to exclude eggs sold through its business centers in some countries, including Mexico (the only Latin American country with a Costco presence). This year Costco reported one business center in Mexico, but our visit to this store in Guadalajara, Jalisco, revealed a Costco Wholesale outlet, not a business center. Further, all eggs sold in the store were cage-free. Costco did not respond to our requests to confirm or deny that the company no longer operates a business center in Mexico.

<sup>3</sup> Accor's public report does not reflect a percentage of all Accor owned and managed hotels but a percentage of Accor hotels that submitted their sustainability reports. Further, Accor's report does not represent a specific number of eggs, as it doesn't account for variations in hotel size and egg consumption.

<sup>4</sup> In last year's MICA report, Arcos Dorados showed a considerable decrease in egg use due to menu changes in some countries, which improved its animal welfare impact; this year, however, the company reported increasing egg use, which weakens its animal welfare impact and places the company at the yellow level.

<sup>5</sup> Grupo Bimbo stays at the yellow level because the company did not publish a 2023 report for Latin America. Accordingly, we took the most recent report available into consideration, which places the company at 0%–20% implementation. But Grupo Bimbo has published an action plan with outstanding initiatives as part of the path toward its goal, available [here](#).

<sup>6</sup> As of this MICA edition, Carrefour incorporates 100% of what were formerly Grupo Big's operations.

<sup>7</sup> Colombina reports 30% progress for one of its brands. The Colombina Commitment (the [original version](#) of which is not currently available on the company's website) covers all Colombina brands. Therefore the reported percentage does not reliably represent the company's progress.

<sup>8</sup> For the first time in Latin America, Kellogg's publicly reported its progress, although it is 0%.

<sup>9</sup> Crepes & Waffles has invested outstanding efforts in a cage-free supply chain and reports great advances in several countries—even 100% progress for some. This year the company announced its cage-free commitment in Chile. But one Latin American country within its operations (Panama) is not covered by a public cage-free commitment, which affects the company's performance evaluation in Latin America.

<sup>10</sup> This year, DIA finally promised to ban cages in its egg supply chain for all Latin American countries within its operations.

<sup>11</sup> After its recent global commitment, RIU Hotels expects to publicly report progress in the coming months.

