

2024

FRANKENCHICKENS

REPORT

An exposé on major food companies that support and perpetuate cruel practices in the chicken industry.



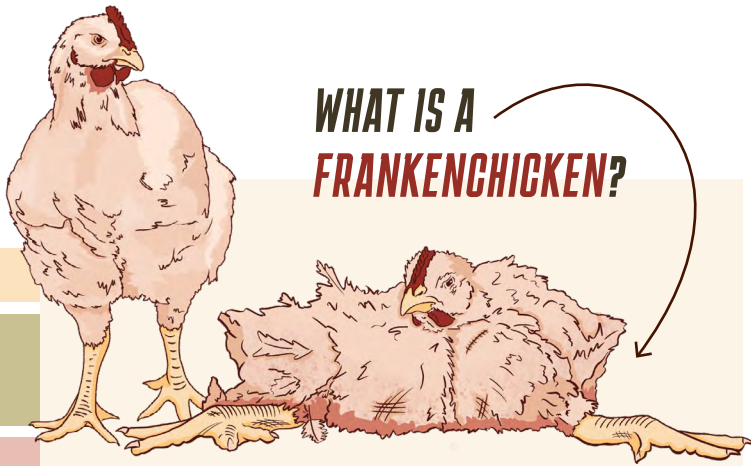
Photo: Benjamin Blomstedt | We Animals Media | Typical Factory-Farmed Broiler Chicken

TABLE OF CONTENTS

Introduction	1
What Is a Frankenchicken?	1
What Is the Better Chicken Commitment?	3
Consumers Support BCC-Compliant or BCC-Committed Companies	3
It's 2024—What Progress Has Been Made?	4
Recent Investigations	5
Chipotle Chicken Supplier, George's Inc., Investigation	5
Pilgrim's Pride Investigation	5
Humanewashing	6
Leaders on the BCC	9
How Did Companies Rank?	10
Scorecard Rankings	11
Scoring Criteria	69



INTRODUCTION



WHAT IS A FRANKENCHICKEN?



With approximately **10 billion chickens raised and slaughtered annually**, chickens are the most farmed land animals in the United States and Canada.

Crammed by the tens of thousands into factory farms, these animals suffer immensely. Chickens raised for meat, selectively bred for decades to grow monstrously large unnaturally fast, are commonly referred to as “broilers” in the industry. Also known as “Frankenchickens,” these abnormally large birds are burdened with **top-heavy torsos that are disproportionate to their legs**. Frankenchickens were developed to enable industrial animal agriculture to produce massive quantities of cheap chicken meat at the expense of animal welfare.

Due to their rapid growth and unnaturally large bodies, Frankenchickens often suffer painful conditions and numerous other health issues, including organ failure, muscular abnormalities, heart disease, and inability to even walk to reach food and water.

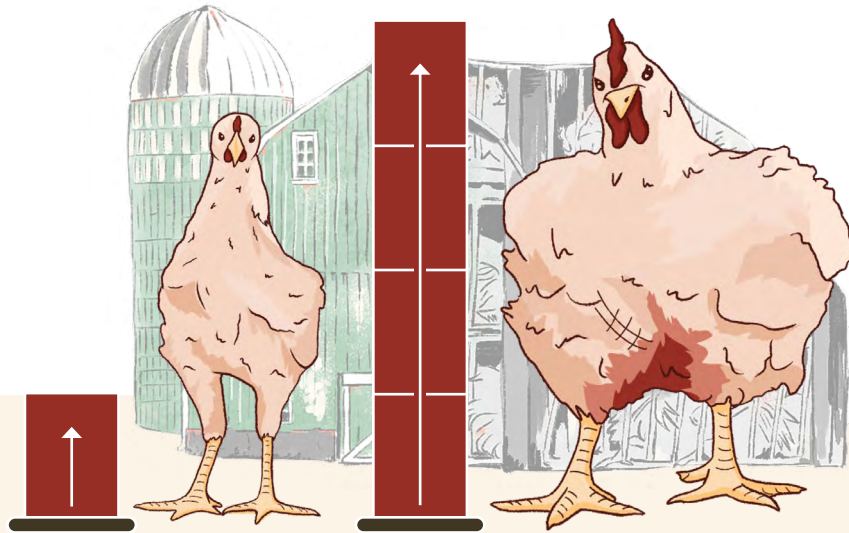
Although huge in appearance, Frankenchickens are only about six weeks old by the time they reach slaughter weight. Their skeletal frames and organs are not yet strong enough to support their rapid growth and heaviness, often causing the birds to collapse and their immature bones to break. Stuck in filthy, overcrowded environments, they cannot perch, nest, or engage in other behaviors essential to their welfare. The health of the chickens and the environment in which they are raised are so poor that the birds suffer an average **mortality rate** of almost 6% (having increased in recent years), causing nearly 500 million chickens in the United States to die before even reaching slaughter weight.

Chickens who survive long enough to be transported to slaughter endure further suffering through outdated and inhumane transport practices and live-shackle slaughter methods. In live-shackle slaughter, the struggling birds are hung upside down, and their fragile legs are shackled. Due to their panicked thrashing, they often miss the electrified water bath meant to render them unconscious. Consequently, many are **fully conscious as their throats are slit**.

Alternative practices, such as controlled-atmosphere stunning (CAS), are **widely considered less cruel**, yet most of the industry still uses antiquated and **brutal live-shackle slaughter**.



Typical Slaughter Line | Credit: Seb Alex | We Animals Media



Frankenchickens grow at 400% the rate of higher-welfare breeds.

This unnaturally rapid growth results in **high rates of myopathies**, or **muscle diseases**, easily noticeable in chicken meat:



WHITE STRIPING:

This condition causes white striations of fat in the muscle tissue, degrading the meat's quality and nutritional value.

Image courtesy of The Humane League.



WOODY BREAST:

Stemming from lack of oxygen to the birds' muscles, this condition makes meat hard and woody due to fibrosis in the muscle tissue. It is closely tied to Frankenchickens' fast growth rate and is associated with birds who cannot stand up after falling over.

Image: © 2019 de Almeida Mallmann

GREEN MUSCLE DISEASE:

Deep pectoral myopathy, or green muscle disease, is a degenerative muscle disease that makes the meat appear green. This disease results from the death and wasting away of the overgrown birds' breast muscles.



Image: © 2011 Dinev and Kanakov

SPAGHETTI MEAT:

This abnormality seems to result from lack of oxygen to Frankenchickens' unnaturally large muscles and causes muscle fibers to separate, making meat look stringy and reducing its market value.



Image: © 2021 Baldi



Immense suffering is **inherent to the genetics of Frankenchickens**, so what can be done?



In 2016, animal welfare scientists from leading nonprofit organizations reached a consensus on broiler production's most pressing evidence-based welfare concerns. This resulted in a set of standards that reduce suffering endured by farmed chickens: the **Better Chicken Commitment**.

WHAT IS THE **BETTER CHICKEN COMMITMENT?**



The **Better Chicken Commitment** (BCC) is a set of science-based standards to improve the welfare of chickens raised for meat. Billions of chickens endure tremendous suffering in their short lives, crammed into filthy factory farms before being brutally slaughtered. Once implemented, the BCC will measurably reduce chicken suffering. BCC standards include transitioning to higher-welfare breeds with demonstrably improved welfare outcomes; giving birds more space to express natural behaviors;

improving living conditions on-farm through enrichments, higher litter standards, and better lighting; and replacing live-shackle slaughter with CAS.

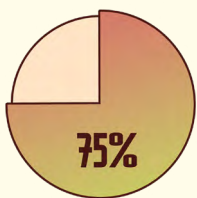
These standards represent the minimum improvements needed to reduce suffering for chickens raised for meat. Companies must swiftly implement the higher-welfare-breed component for other BCC components to be impactful. Research **shows** that replacing Frankenchickens with slower-growing breeds is one of the welfare improvements with the most potential to reduce animal suffering. Frankenchickens often suffer lameness, immobility, heart failure, and disease. So the welfare benefits of improving the animals' living environments are of little avail to these birds whose breed condemns them to suffer.

WHY INPUTS ARE ESSENTIAL FOR GOOD WELFARE OUTCOMES

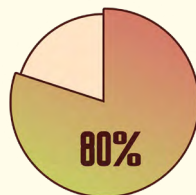


As some companies look at welfare outcomes, such as an animal's behavior, physical condition, and records related to mortality or effective stunning, and publish "key welfare indicators" for assessing animal welfare in their supply chains, they must recognize the crucial importance of inputs, like breed, environment, and space allocations (such as those stipulated by the BCC), to improved animal welfare. They cannot expect favorable welfare outcomes without considering the inputs that determine these very outcomes. Recommended welfare-outcome measures **are closely tied to the inputs** covered by the BCC. These inputs can be easily adjusted and assessed to ensure optimal welfare outcomes.

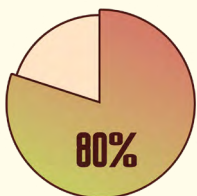
CONSUMERS SUPPORT **BCC-COMPLIANT OR BCC-COMMITTED COMPANIES**



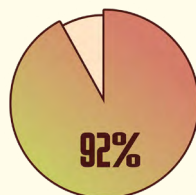
OF AMERICANS SURVEYED, 75% THOUGHT that standard chicken farming practices were unacceptable after learning about them.



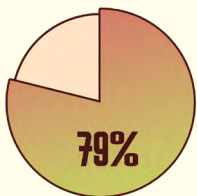
OF CANADIANS SURVEYED, 80% BELIEVED that grocery stores and restaurants should adopt animal welfare standards that would improve life for chickens raised for meat.



After learning about the BCC, **MORE THAN 80% OF AMERICANS SURVEYED** agreed that companies should adopt chicken welfare policies like the BCC and that companies should regularly update the public about their progress in meeting BCC standards.



OF ONTARIANS SURVEYED, 92% BELIEVED that oversight and transparency concerning conditions for factory-farmed animals is important.



OF AMERICANS SURVEYED, 79% STATED that they would lose trust in a food company that adopted the BCC and then backtracked on it.

Sources:

- <https://bryantresearch.co.uk/insight-items/end-cage-confinement/>
- <https://faunalytics.org/investigating-u-s-support-for-broiler-chicken-welfare/>
- <https://www.campaignresearch.com/single-post/last-chance-for-animals-study>

IT'S 2024—WHAT PROGRESS HAS BEEN MADE?

Since 2016, hundreds of companies worldwide have adopted the Better Chicken Commitment. Most companies that have adopted the BCC in the United States and Canada have committed to fully implementing it by 2024. We are nearing the end of 2024—what progress have companies made? This report shines a light on which companies are making progress and which have benefited from public praise while failing to take action toward implementing their policies.

200 COMPANIES ADOPTED THE BCC

60 REPORTED PROGRESS AGAINST GOALS

20 PUBLISHED ROADMAPS

Numerous companies have clearly demonstrated their commitment to animal welfare by adopting time-bound policies that ban the cruelest practices from their supply chains. Of the more than **200 companies across North America that have adopted the Better Chicken Commitment**, more than **60 have reported progress against their goals** (note that this report does not feature all of these companies). While some have failed to make as much progress as we'd like, nearly **20 companies have published roadmaps** outlining incremental annual milestones for reaching all BCC standards. About a dozen have published partial or incomplete roadmaps, which must be improved.

As with any animal welfare commitment, however, some companies lag, fail to be transparent, and even backtrack or delete their policies from their public materials, as if they'd never pledged to improve chicken welfare. Some of these companies still benefit from using the names of nonprofit animal welfare organizations on their websites, claiming that their standards are "humane," or publishing reports that mislead investors and consumers with a

false impression that they are making more progress than they are. As a watchdog organization, Mercy For Animals is committed to **holding companies accountable to their public promises** to improve the lives of animals.

Whole Foods Just Made A Big Announcement About Its Chicken

Subway, Ruby Tuesday to adopt GAP broiler standards

Adopting slower-growing breeds of chicken would reduce animal suffering significantly

Fast growth rates result in significant... and... for chickens. Selecting slower-growing... of this su...

Popeyes Signs On to Better Chicken Commitment

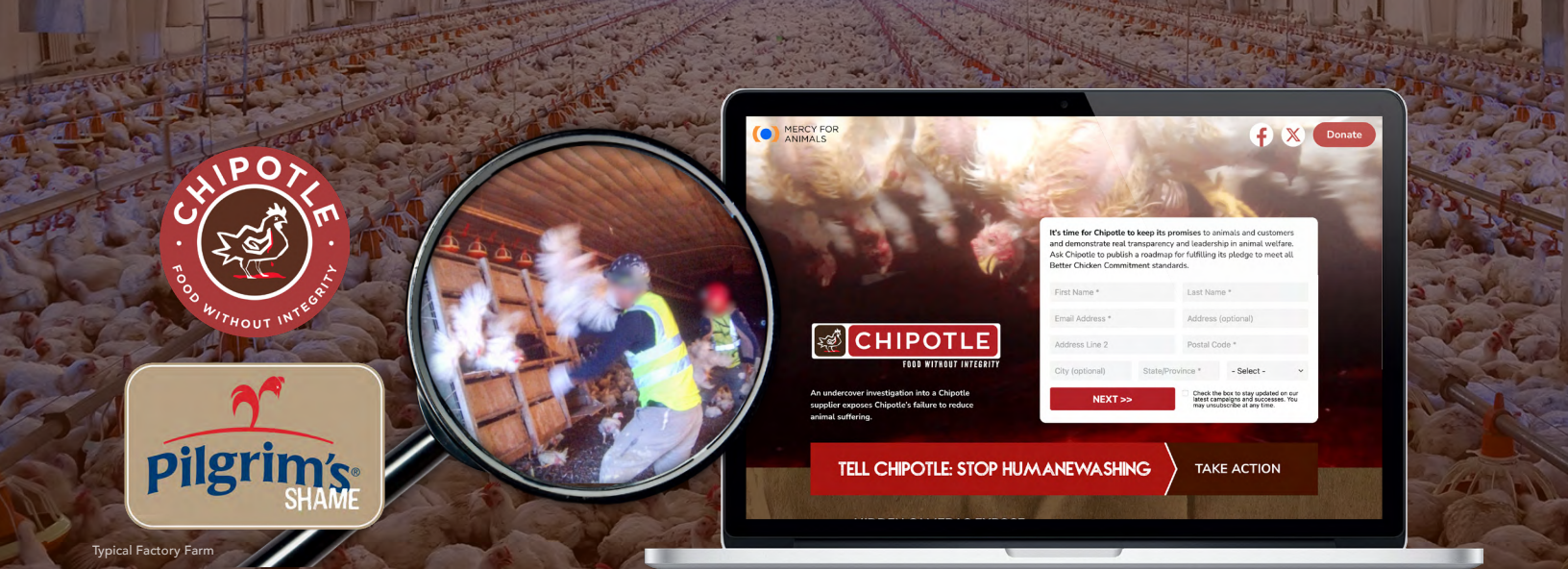
Third-largest fast-food chicken chain agrees to significant animal welfare improvements for the United States and Canada.

Holding Companies Accountable

Many companies benefited from public acclaim and media praise for their original BCC policies. These companies have continued to profit while proclaiming their dedication to animal welfare issues, **without actually putting in the effort needed to implement the policies**. They should have established a clear action plan immediately after adopting the BCC and spoken with all of their chicken suppliers to inform them of their expectations and requirements moving forward. If their suppliers had not agreed to meet the BCC standards, these companies should have sought suppliers that would. Clearly many companies did not put in the work needed at the onset to ensure they could follow through with their public promises.

Going forward, Mercy For Animals recommends that all companies—especially those that have made minimal progress—be transparent about progress to date and set clear, measurable milestones to report against annually. Dozens of companies have published roadmaps outlining their paths forward and have been actively engaging suppliers, showing a clear dedication to improving welfare for the animals in their supply chains.





Typical Factory Farm

RECENT INVESTIGATIONS

CHIPOTLE CHICKEN SUPPLIER, GEORGE'S INC., INVESTIGATION

Chipotle adopted the BCC in 2017 and **promised to ban Frankenchickens and live-shackle slaughter by 2024**. But the chain **has failed to show any progress** on transitioning to higher-welfare chicken breeds; nor has it shared plans for fulfilling this commitment.

Earlier this year, Mercy For Animals **released an undercover investigation** exposing extreme suffering at a Chipotle chicken supplier—a George's Inc. slaughterhouse. The Frankenchickens sourced by Chipotle arrived at the slaughter facility fragile and injured, probably due to their **fast growth and unnaturally large bodies**. Fully conscious birds were hung upside down in shackles. Struggling to break free, some tore apart, as evidenced by shackles carrying only birds' legs. The footage also caught birds missing the electrified bath meant to render them unconscious, remaining alert and suffering as their throats were slit.

Mercy For Animals' undercover investigator reported:

"A relentless stream of chickens arrived, some lifeless, some with **bloodied wings** and **mangled limbs**. I watched as one hen was roughly hung by a **shattered leg**. It was a hellish sight."

Chipotle claims to be a leader on animal welfare, **touting** their animals as "**treated humanely from birth to slaughter.**" But the footage depicting these chickens in clear distress and the company's lack of progress on crucial elements of the BCC say otherwise.

RESPONSIBLY RAISED MEATS

All animals have been responsibly raised, which means that they're treated humanely from birth to slaughter, fed a vegetarian diet, and never given added hormones or sub-therapeutic antibiotics.

📍 Statement from Chipotle's Annual Sustainability Report

PILGRIM'S PRIDE INVESTIGATION

Hidden-camera footage from a Mercy For Animals investigator exposes cruelty to chickens at various contract farms for Pilgrim's Pride, the second-largest poultry company in the United States. **Frankenchickens struggle to stand or walk** given their sheer size. They spend their short, miserable lives in appalling, overcrowded conditions, and workers roughly handle and kick the live birds as they chase, capture, and load them into transport crates.

These conditions are typical of industrial poultry farming, which prioritizes maximum production over animal welfare. Bred to grow unnaturally fast, Frankenchickens endure pervasive suffering and severe health problems.

Overcrowding, rough handling, and the cruelest slaughter practices are common in facilities that value efficiency and cost-cutting over the well-being of the animals. Such practices underscore the urgent need for industry-wide reforms to improve the welfare of these birds.



HUMANEWASHING

Humanewashing is when a company or an industry uses **misleading claims** to convince consumers and stakeholders that its products are raised, produced, and processed humanely. These claims often appear in marketing materials, on companies' animal welfare website pages, or directly on product labels.

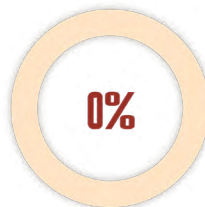


Examples of humanewashing:

In the United States, Franken chickens are typically raised in open-house systems with tens of thousands of birds in each barn. These "concentrated animal feeding operations" do not use cages for chickens raised for meat. Many food companies, such as Subway, **publicize** and praise themselves for their commitments to sourcing "cage-free chicken," when in reality, no company in the United States or Canada keeps chickens raised for meat in cages. Publicizing "cage-free chicken" is a form of humanewashing because consumers consider "cage-free" a positive attribute, as most hens used in egg production are confined in cages.

Hormones and steroids in poultry **have been banned** in the United States since the 1950s. No hormones or steroids are approved by the U.S. Food and Drug Administration for use in poultry, and administering them via water, feed, or injection is explicitly

prohibited by law. Food companies that promote "hormone- and steroid-free" chicken in the United States are also humanewashing. Chipotle's vice president of supply chain did this when he claimed that Chipotle's **chicken is special** because it contains no added hormones or steroids. But there is nothing special about the standard Franken chickens that Chipotle sources.



0% PROGRESS – WHO IS SERVING 100% FRANKENCHICKENS?

Some companies in this report have received somewhat favorable grades for reporting progress or publishing a roadmap for fulfilling certain BCC standards, but worth noting is that some of these companies have made no progress on the BCC's most important component: transitioning to higher-welfare breeds.



RESPONSIBLY RAISED MEATS

All animals have been responsibly raised, which means that they're treated humanely from birth to slaughter, fed a vegetarian diet, and never given added hormones or sub-therapeutic antibiotics.

Although Chipotle touts high animal welfare standards, food served with integrity, and "**responsibly raised meats**"—which the company claims come from animals "treated humanely from birth to slaughter"—the company appears to be serving 100% Franken chickens. The chain has published progress toward other BCC components, such as litter and lighting, but no progress to date on sourcing higher-welfare breeds, despite its nearly decade-long commitment made in 2017.

Since an **investigation** into their chicken supplier exposed egregious animal suffering, Mercy For Animals has been urging Chipotle to publish a roadmap that clearly outlines their plan for fulfilling their commitment. Mercy For Animals has also urged them to publish accurate progress toward their commitment by reporting the volume of chicken purchased—rather than the percentage of suppliers—that meets a component. Concerningly, Chipotle has yet to meet either of these reasonable requests.



"Sodexo remains vigilant in working with our supplier partners along with seeking information from multistakeholder working groups and allied industry partners to further review and support the welfare of broiler chickens."



Sodexo was one of the first companies to publish a BCC policy, committing in 2016. This commitment has clearly not received the attention it deserves, and minimal progress has been made, including no progress toward sourcing higher-welfare breeds. The company published an [incredibly subpar roadmap](#), with broad ranges such as 2%–80% progress on breed between 2025 and 2027. Mercy For Animals has concerns regarding how seriously Sodexo takes their commitment and whether they are dedicating the resources required to fulfill it.



STARBUCKS

Broiler chickens

We are actively reviewing our broiler chicken commitment to identify the best path forward for implementation within our supply chain.



Despite sourcing a limited amount of chicken and thus seeming able to easily fulfill this commitment, Starbucks appears to have put almost no time or effort into implementing the policy they committed to in 2016. In 2022, after campaign actions from Mercy For Animals urging the company to be transparent in reporting, Starbucks committed in their [Global Environmental & Social Impact Report](#) to setting baseline targets for implementation of their broiler welfare policy. Nonetheless, in their [2023 report](#), they simply state that they are "actively reviewing [their] broiler chicken commitment to identify the best path forward for implementation within [their] supply chain." Given the company's track record, consumers, NGOs, and investors should put little faith in Starbucks' follow-through on their commitment. Failure to follow through on animal welfare also raises concerns about their follow-through on other ESG promises.



By 2024 or sooner, starting in the US and Canada, 100% of our chicken products will be produced in alignment with GAP standards.



Subway claims "that where [their] ingredients come from and how [their] animals are bred, raised, transported, and slaughtered are integral to preparing great food for [their] guests." While purporting to take "the issue of animal welfare seriously," the sandwich chain appears to be selling its guests 100% Frankenchickens. The chain [adopted](#) the BCC in 2017. Subway originally promised to meet all standards by year-end 2024 but then [changed their U.S. policy](#) to state that the company would

meet the breed standard by year-end 2026. In 2024, Subway [unpublished their explicit BCC policy](#) and weakened their chicken welfare language. Additionally, the chain has never published progress or plans for eliminating Frankenchickens or meeting any BCC standards. The company instead claims, with no clear numbers or proof of action, to be "progressing on the implementation of physical standards to improve broiler chicken welfare" and "prioritizing the condition of friable litter and access to functional enrichments for all birds."

Subway also boldly humanewashes their practices by stating, "Most notably, we prohibit the use of broiler cages in 100% of our poultry supply in the U.S." Meanwhile, sourcing meat from chickens kept in cages is impossible in the United States, since no producers use cages for these types of birds. Indeed, the cage systems they claim to prohibit simply do not exist. Subway was recently acquired by Roark Capital, a private equity firm notorious for buying companies that drop their animal welfare policies, such as Dunkin', Sonic, and GoTo Foods (formerly Focus Brands). Subway has failed year after year to demonstrate accountability or transparency on any of their animal welfare commitments in the United States and is instead committed to upholding the status quo and continuing to allow the most horrific animal suffering in their supply chain.

Panera

BREAD®



Exclusive: Panera loosens ingredients standards ahead of IPO, internal documents show

Panera Bread reports that their guests seek responsible and sustainable meals. The company claims to source high-quality ingredients from reputable suppliers that raise animals humanely. Panera adopted their BCC policy in 2016, nearly a decade ago. Despite these claims and commitments, the chain has made very little progress on its promise and appears to be sourcing 100% Franken chickens. When chickens suffer immensely due to their sheer size, raising them humanely is impossible.

In a recent [Reuters](#) article covering Panera's plans to loosen their ingredient-sourcing standards, a company spokesperson states: "As we grow to reach more guests, we continue to hold ourselves to high standards for the ingredients we use and are continuously making changes to our menu to deliver high-quality products. We strongly believe in transparency around our ingredients and make that information available to our guests."

Although they claim to believe in transparency, Panera has yet to publish clear plans for advancing their chicken welfare standards or fulfilling their commitment by 2024. Lack of concrete action and public accountability raises concerns about the sincerity of Panera's commitment to animal welfare. Customers who trust Panera's claims of humane and sustainable sourcing deserve clear, measurable progress and transparency. As it stands, the continued use of Franken chickens contradicts the company's professed values, highlighting the urgent need for Panera to publish a detailed roadmap—a meaningful step toward fulfilling the BCC.

sweetgreen

In 2018, we adopted the Better Chicken Commitment (BCC) standards and committed to sourcing higher-welfare chicken. The BCC aims to address critical animal welfare issues such as living conditions and humane slaughter.



Despite committing to the BCC in 2018, sweetgreen has failed to publish any progress toward sourcing higher-welfare breeds. The company has also significantly backtracked on all other components of the BCC. When sweetgreen published their updated "progress" reflecting declining performance on several BCC standards, they had reduced their roadmap goals to percentages lower than those they had already surpassed and reported the year before. Although sweetgreen aims to be a "positive force on our food system," the chain serves Franken chickens and has not published

incremental annual milestones for fulfilling the critical breed element of the BCC. This calls into question sweetgreen's other ESG goals, such as reaching carbon neutrality by 2027 (particularly in light of the recent heavy addition and promotion of steak on the company's menu).



Typical Factory Farm

LEADERS ON THE BCC

Mercy For Animals commends companies that are doing the work to **improve animal welfare in their supply chains**.

While few companies have met their original deadlines, many are making important strides toward fulfilling their policies and publishing roadmaps with meaningful incremental milestones for reaching their stated goals.

COMPANIES OF NOTE:

Campfire
NATURAL DOG TREATS



Fulfilled BCC policy before the deadline.



Fulfilled BCC policy before the deadline.

Showing tremendous leadership and setting a precedent for others.

NATURAL GROCERS

Making impressive progress in all areas of the BCC, including



- Higher-welfare breeds
- Ambitious roadmap

SPROUTS
FARMERS MARKET



Now reporting on their higher-welfare breed purchasing.

Making impressive progress toward BCC commitments.

McDonald's



On track to fulfilling the BCC's CAS requirement by year's end, despite never formally adopting the BCC.

Making progress toward BCC requirements despite never formally committing.



Many foodservice companies of varying sizes are reporting progress and have published roadmaps outlining their paths forward. Compass Group, Delaware North, and Elior North America are just a few of the foodservice providers that have published meaningful roadmaps with incremental annual milestones to transparently reach their goals.

HOW DID COMPANIES RANK?

SCORECARD RANKINGS

What was evaluated?

- Better Chicken Commitment policies
- Public progress reporting
- Roadmaps for implementation

See the [scoring criteria](#) for the full ranking methodology.



COMPANY RANKINGS

A+	Campfire Treats	C	Jack in the Box
A+	Evermore Pet Food	C	TGI Fridays
A	Applegate	D	Albertsons
A	Aramark	D	Campbell's
A	Café Services	D	Creative Dining Services
A	Compass Group USA	D	Epicurean Feast Cafés / LPM
A	Delaware North	D	Kroger
A	Elior North America	D	MMI Dining
A	Lessing's Food Service Management	D	Norwegian Cruise Line
A	Metz Culinary	D	Papa Murphy's
A	Natural Grocers	D	Pomptonian
A	Parkhurst Dining	D	Restaurant Brands International (RBI)
A	WOWorks	D	Thomas Cuisine
A-	Giant Eagle	D	White Castle
A-	Panera Bread	F	Caesars Entertainment
A-	Sodexo US	F	Starbucks
A-	sweetgreen	F	UNFI
A-	Whole Foods Market	F-	AVI Foodsystems
B	CAVA	F-	Burgerville
B	The Cheesecake Factory	F-	Jack's
B	Royal Caribbean	F-	Noodles & Company
B	Whitsons Culinary Group	F-	Oak View Group
C	Chipotle	F-	Papa John's
C	HHS Culinary	F-	Subway

CAMPFIRE TREATS



GRADE:



PROGRESS:



First company in the United States to reach 100% compliance with the BCC.



SUMMARY:



In July 2023, [Campfire Treats](#) [announced](#) that they had become the first company in the United States to reach 100% compliance with the BCC, including sourcing only higher-welfare chicken breeds. Mercy For Animals commends Campfire Treats' dedication to improving welfare for chickens in the company's supply chain.

Changing the Chicken Industry for Good: Campfire Treats Becomes First Company to Fully Comply with All Aspects of the Better Chicken Commitment



EVERMORE PET FOOD



GRADE:



PROGRESS:



Second company in the United States to fulfill all BCC requirements.

SUMMARY: Evermore Pet Food became the second U.S. company to fulfill all



BCC requirements. Mercy For

Animals commends Evermore's clear commitment to improving welfare for chickens in the company's supply chain.

We are proud to officially meet all criteria of the Better Chicken Commitment (BCC). The BCC is a set of welfare standards for chickens used for meat, recognized by leading animal welfare organizations in North America and Europe. It aims to improve the lives of broiler chickens by advocating for better farming practices, including the use of healthier breeds.



APPLEGATE



GRADE:



PROGRESS:



Released a roadmap outlining plans for meeting commitment by 2028.

Reported 10% progress toward sourcing higher-welfare chicken breeds.



SUMMARY: In 2017, [Applegate published their BCC policy](#), promising to fulfill



it by 2024. Although Applegate has not met their goal, they are transparently communicating their plans through published progress updates and a roadmap with year-over-year milestones for achieving 100% policy fulfillment. In their original press release, Applegate stated that they would report their progress in advancing animal welfare across their supply chain, including broiler standards, on a regular basis.

In October 2023, after publication of the [2023 Count Your Chickens Report](#), Applegate released a [detailed roadmap](#) outlining their plans for meeting their commitment by 2028. Additionally, Applegate reported 10% progress in their transition to sourcing higher-welfare chicken breeds.

RECOMMENDATIONS: Applegate should work closely with supplier partners and NGOs to ensure achievement of their annual milestones, transparently report progress each year against their goals, and accelerate progress whenever possible.



APPLEGATE

GRADE:



ROADMAP:

	2023*	2024*	2025*	2026*	2027*	2028*
Stocking Density	100%					
Environment - Litter	100%					
Environment - Lighting	100%					
Environment - Enrichments	100%					
CAS	50%**	Implement 3rd party remote video auditing in all Applegate slaughter facilities throughout slaughter processing	Measure Animal Welfare Outcomes (AWO) in all plants and administer corrective actions if necessary. Discontinuation with noncompliant suppliers.			
			50-75%**	75-100%**	100%**	
Breeds	10%**	Partner with breeders and researchers on developing breeds that meet Applegate mission standards. Pilot breeds at scale and measure against mission standards. Continuously improve AWO of all breeds in use.				
		10-20%** Evaluate all current Applegate breeds and commercially viable BCC approved breeds against Applegate mission standards. Develop list of Applegate preferred breeds.	20-45%**	45-60%**	60-100%**	100%** Research alternative feed rations and other environmental mitigation solutions for impact on product quality, human health & environmental impacts.
*By end of year						
**Percentages reflected are of total volume. However, this could fluctuate on what is available from suppliers and our current demand.						



GRADE:



PROGRESS:



Published updated roadmap for fulfilling the policy by 2027.



SUMMARY: Aramark **committed** to the BCC in 2017, aiming for fulfillment by 2024. They



did not meet their deadline but are transparent about their progress and plans. In July 2024, the company **published** updated progress and an updated roadmap for fulfilling the policy. The roadmap outlines their goal to reach 100% fulfillment by 2027. Concerning, however, is the minimal progress Aramark has made toward most components.

RECOMMENDATIONS: Aramark should work closely with supplier partners and

NGOs to ensure achievement of their annual milestones and transparently report progress every year against their goals. Importantly, Aramark should prioritize making progress on the most critical components of the BCC, which happen to be the areas in which the company has made the least progress. Aramark should immediately sign contracts with suppliers that can help the company fulfill its commitment.



ROADMAP:

Welfare Attribute	FY23	2024	2025	2026	2027
Stocking Density	2%	5%	25%		
Litter	72%				
Lighting	1%	10%			
Enrichments	2%	10%			
CAS Processing (Controlled Atmospheric Stunning)	0%	1-5%	25%		
3 rd Party Auditing	2%	5%	25%		
Higher Welfare Breeds	1%	1%	5%	25%	

As of end of fiscal year 2023, we report the following progress toward improving broiler chicken welfare in the U.S.

BCC Component	% of Spend: Previous Update May 2023	% of Spend: End of Fiscal 2023
Breed	0%	1%
Stocking Density	<1%	2%
Litter	57%	72%
Lighting	<1%	1%
Enrichment	<1%	2%
CAS	0%	0%
Audit	<1%	2%

Future updates will include reporting for Canada and Europe.

CAFÉ SERVICES



GRADE:



PROGRESS:



Reporting progress and published a roadmap with incremental annual milestones.



SUMMARY:

Café Services **committed** to the BCC in 2017. Until 2024, they had not reported any progress. We are pleased that they are now reporting progress, and they have published a **roadmap** with incremental annual milestones to meet their commitment.



RECOMMENDATIONS:

Café Services should work closely with supplier partners and NGOs to ensure achievement of their annual milestones, transparently report progress against their goals every year, and accelerate progress whenever possible.

BCC Component	2024	2025	2026	2027	2028	2029
Stocking Density	13%	25%	50%	75%	100%	100%
Liter Requirements	13%	25%	50%	75%	100%	100%
Lighting Requirements	5%	20%	40%	60%	100%	100%
Environmental Enrichments	5%	20%	40%	60%	100%	100%
CAS Processing	0%	10%	20%	50%	80%	100%
High Welfare Breeds	0%	10%	20%	50%	80%	100%
3rd Party Auditing	5%	20%	30%	50%	80%	100%



GRADE:



PROGRESS:



Published a roadmap with incremental annual milestones for fulfilling

100% of BCC components by 2028.



SUMMARY:



In 2016, Compass Group USA **became the first foodservice company** to commit to fulfilling all BCC standards by 2024. Their press release highlighted the welfare issues inherent to fast-growing breeds and traditional slaughter methods:

Currently the majority of these broilers are from strains that grow **so large, so fast they can have difficulty walking**, and suffer from heart attacks and other significant health issues. This agreement not only **phases out unhealthy strains of birds**, but also commits to **improving their living conditions** by creating standards for space, enrichment and natural light – all of which encourage natural behaviors and better health. The agreement also means a transformation in the way in which chickens are slaughtered, requiring they be rendered insensible before they are shackled upside down at slaughter.

This was met with applause from NGOs and inspired many other foodservice providers to follow suit. Compass **did not meet their 2024 goal**. The company is being transparent, however, and has published a **roadmap** with incremental annual milestones for fulfilling 100% of BCC components by 2028.

RECOMMENDATIONS:

Compass Group USA should work closely with supplier partners and NGOs to ensure achievement of their annual milestones, transparently report progress every year against their goals, and accelerate progress whenever possible.

ROADMAP:

	2024	2025	2026	2027	2028
Litter	100%				
Lighting	8%	20%	40%	100%	
Enrichments	3%	20%	40%	100%	
Auditing	10%	20%	30%	100%	
Stocking Density	1%	20%	30%	50%	100%
Breed	1%	10%	20%	35%	100%
CAS	7%	20%	30%	50%	100%

DELAWARE NORTH



Delaware NorthSM

GRADE:



PROGRESS:



Published progress to date and a roadmap with clear incremental annual milestones.



SUMMARY:



Delaware North published their BCC policy in 2016. Mercy For Animals' 2023 *Count Your Chickens Report* assigns Delaware North a D- for not reporting progress. We are pleased to see that since then, they have published progress to date and a [roadmap](#) with clear incremental annual milestones.

RECOMMENDATIONS:

Delaware North should work closely with supplier partners and NGOs to ensure achievement of their annual milestones, transparently report progress every year against their goals, and accelerate progress whenever possible.

ROADMAP:

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%

ELIOR NORTH AMERICA



GRADE: **A**

PROGRESS:



Reporting clear progress and published a roadmap with incremental annual milestones.



SUMMARY:



Elior North America published their BCC policy in 2017. Mercy For Animals’ 2023 *Count Your Chickens Report* assigns Elior North America a D– for unclear reporting. We are pleased to see that since then, they have reported clear progress and a **roadmap** with incremental annual milestones.

RECOMMENDATIONS:

Elior North America should work closely with supplier partners and NGOs to ensure achievement of their annual milestones, transparently report progress every year against their goals, and accelerate progress whenever possible.

ROADMAP:

UPDATE 9.29.23

BETTER CHICKEN COMMITMENT Attributes	2023	2024	2025	2026	2027	2028
Litter requirements	85%	100%				
Lighting requirements	17%	30%	100%			
Environmental Enrichments	3%	30%	100%			
Stocking Density of <6lbs/sq ft	17%	20%	30%	50%	75%	100%
CAS Processing	0%	5%	30%	50%	75%	100%
Breeds approved by BCC	<1%	5%	30%	50%	75%	100%
3 rd Party Auditing	0%	20%	50%	75%	100%	

Reporting on chicken may also be found at [ChickenTrack.com](https://www.chickentrack.com).



GRADE: 

PROGRESS:



Reporting progress and published a roadmap with incremental annual milestones.



SUMMARY: Lessing's committed to the BCC in 2017. Until 2024, they had not reported any progress. We are pleased that they are now reporting progress, and they have published a roadmap with incremental annual milestones to reach their commitment.



RECOMMENDATIONS: Lessing's should work closely with supplier partners and NGOs to ensure achievement of their annual milestones, transparently report progress against their goals every year, and accelerate progress whenever possible.

ROADMAP:

PROGRESS TO DATE						
BCC Component	2024	2025	2026	2027	2028	2029
Stocking Density (6 lbs/sq. ft)	14%	30%	60%	85%	100%	100%
Litter Requirements	14%	30%	60%	85%	100%	100%
Lighting Requirements	12%	25%	50%	75%	100%	100%
Environmental Enrichments	12%	25%	50%	75%	100%	100%
CAS Processing	0%	10%	20%	50%	75%	100%
High-Welfare Breeds	0%	10%	20%	50%	75%	100%
3rd Party Auditing	7%	15%	25%	50%	75%	100%



GRADE: **A**

PROGRESS:



Reporting progress and published a roadmap with incremental annual milestones.



SUMMARY:



Metz **committed** to the BCC in 2017. Until 2024, they had not reported any progress. We are pleased that they are now reporting progress, and they have published a **roadmap** with incremental annual milestones to meet their commitment.

RECOMMENDATIONS:

Metz Culinary should work closely with supplier partners and NGOs to ensure achievement of their annual milestones, transparently report progress against their goals every year, and accelerate progress whenever possible.

ROADMAP:

Better Chicken Commitment Roadmap		2023	2024	2025	2026	2027	2028
Attributes							
Litter Requirements		30%	40%	55%	75%	100%	
Lighting Requirements		25%	30%	40%	80%	100%	
Environmental Enrichments		20%	35%	40%	80%	100%	
Stocking Density		20%	35%	40%	60%	75%	100%
Controlled Atmospheric Stunning Processing		10%	20%	30%	50%	75%	100%
Third Party Auditing		0%	20%	25%	50%	75%	100%
Breeds Approved by BCC		0%	10%	20%	40%	70%	100%



GRADE: 

PROGRESS:



Published a roadmap outlining plan to reach 100% fulfillment of the BCC.



SUMMARY:



Natural Grocers **committed** to the BCC in 2021. Given that they already had higher-than-average welfare standards, they were reporting impressive progress at the time. In 2023, they published a **roadmap** outlining their plan to reach 100% fulfillment of all BCC components.

RECOMMENDATIONS:

Natural Grocers should work closely with supplier partners and NGOs to ensure achievement of their annual milestones, transparently report progress against their goals every year, and accelerate progress whenever possible.

ROADMAP:

BCC Components	2022 Results	2023 Results	2024 Goals	2025 Goals	2026 Goals	2027 Goals	2028 Goals
Stocking Density	100%	100%	100%	100%	100%	100%	100%
Lighting	100%	100%	100%	100%	100%	100%	100%
Litter	100%	100%	100%	100%	100%	100%	100%
Enrichments	100%	100%	100%	100%	100%	100%	100%
Third-Party Auditing	100%	100%	100%	100%	100%	100%	100%
CAS	90%	90%	90-95%	90-95%	95-100%	95-100%	100%
Breed	90%	90%	90-95%	90-95%	90-95%	95-100%	100%

Note: Years noted reference end of year in December

PARKHURST DINING



GRADE:  **A**

PROGRESS:



Reporting progress and published a meaningful roadmap with incremental milestones



SUMMARY:



Parkhurst Dining committed to the BCC in 2019 but did not report any progress until 2024. We are pleased that they are now reporting progress to date and that they have published a meaningful **roadmap** with incremental annual milestones to fulfill their policy.

RECOMMENDATIONS:

Parkhurst Dining should work closely with supplier partners and NGOs to ensure achievement of their annual milestones, transparently report progress against their goals every year, and accelerate progress whenever possible.

ROADMAP:

BCC Criteria*	2024	2025	2026	2027	2028	2029
Stocking Density (6.0 lbs./sq. ft.)	2%	15%	25%	65%	100%	
Litter Requirements	25%	50%	100%			
Lighting Requirements	37%	50%	100%			
Environmental Enrichments	25%	50%	100%			
CAS Processing	9%	18%	25%	40%	50%	100%
High-Welfare Breeds	0%	15%	20%	40%	50%	100%
3rd Party Auditing	9%	25%	40%	75%	100%	

*Progress within the BCC is contingent upon product availability. We will consistently and regularly engage with our producers related to poultry availability that meets BCC criteria.



GRADE: **A**

PROGRESS:



Published progress and a detailed roadmap with incremental milestones.



SUMMARY:



In 2020, WOWorks announced that they had adopted the **BCC**, with plans to fulfill it by 2024. In January 2024, WOWorks reaffirmed their commitment and acknowledged the health issues associated with chickens bred to grow rapidly. The company **published progress and a detailed roadmap** with incremental annual milestones to achieve full compliance by 2029.

RECOMMENDATIONS:

WOWorks should work closely with supplier partners and NGOs to ensure achievement of their annual milestones, transparently report progress against their goals every year, and accelerate progress whenever possible.

ROADMAP:

BCC Components	2023	2024	2025	2026	2027	2028	2029
Litter	49%	75%	100%				
Lighting	0%	10%	25%	50%	75%	100%	
Enrichments	21%	45%	80%	100%			
Stocking Density	0%	15%	40%	90%	100%		
CAS	0%	10%	30%	75%	90%	100%	
Breed	0%	10%	20%	40%	60%	80%	100%
3 rd Party Auditing	21%	50%	75%	90%	100%		



GRADE: **A-**

PROGRESS:



Published progress and a partial roadmap. Significantly reduced scope of commitment.



SUMMARY:



In 2021, Giant Eagle committed to meeting the BCC standards for all fresh, frozen, and Nature’s Basket rotisserie chicken by 2025—Nature’s Basket representing about 50% of the company’s chicken supply at the time.

Giant Eagle has **published progress and a partial roadmap**; however, they now state that they will transition “at least one third of all fresh and rotisserie chicken to meet the Better Chicken Commitment,” a significant reduction in the policy’s original scope. They are making good progress on all the components except breed. It is disappointing that they are sourcing 0% higher-welfare breeds and have made no year-over-year progress toward this crucial element of the BCC.

RECOMMENDATIONS:

Giant Eagle should aim for at least 50% BCC compliance for all fresh, frozen, and rotisserie chicken. They should also set a timeline for higher-welfare breeds in their roadmap, regardless of the Global Animal Partnership (G.A.P.) timeline for a standard update. Some of today’s suppliers offer higher-welfare breeds. Giant Eagle could work with them—the company need not wait for G.A.P.

ROADMAP:

Better Chicken Commitment: Version 1

Better Chicken Commitment Achieved /Projected	2023*	2024*	2025*
% of Goal Achieved/Projected	19%	80%	100%

Better Chicken Commitment: Version 2

Standards Aligned with the Better Chicken Commitment % of Standard Achieved/Projected			
	2023*	2024*	2025*
Litter Requirement	100%	100%	100%
Lighting Requirement	100%	100%	100%
Environmental Enrichments	100%	100%	100%
Stocking Density	19%	80%	100%
CAS Processing	19%	80%	100%
3rd Party Audit	100%	100%	100%
Breed**	0%	0%	0%

**We understand the benefit of broiler chicken breeds with better animal welfare outcomes. In collaboration with our broiler chicken vendors, we are awaiting the GAP standard update before we set a target for implementation.

We intend to provide annual updates on our progress.

PANERA BREAD

Panera

BREAD®

GRADE:



PROGRESS:



Reported minimal progress and did not publish a comprehensive roadmap.



SUMMARY:



In 2016—nearly a decade ago—Panera committed to advancing welfare for the chickens they source by [adopting the BCC](#). In their [2024 broiler welfare update](#), Panera reiterates their long-standing support for improving animal welfare, including that of broiler chickens. They reported minimal progress, however, and did not publish a comprehensive roadmap with year-over-year milestones for achieving full policy compliance. Instead of transparently outlining their plans, Panera simply stated that they aimed to make 5%–30% overall progress per year beginning in 2025 and to achieve full compliance by the close of 2029.

Despite claiming a commitment to animal welfare, Panera appears to be serving 100% Franken chickens.

RECOMMENDATIONS:

Panera Bread should publish a detailed roadmap with incremental annual milestones outlining their plans for achieving 100% policy fulfillment. Additionally, they should provide annual progress updates until their policy is fully implemented.

PUBLISHED PROGRESS:

2023 Performance on BCC components

Breed	0%
Stocking density	4%
Lighting	5%
Litter	100%
Enrichments	52%
Controlled atmosphere stunning	1%



GRADE: A-

PROGRESS:



Has made little progress to date and published only a partial roadmap.



SUMMARY: Sodexo committed to the BCC in 2016, becoming one of the first foodservice providers to establish meaningful broiler welfare standards. Unfortunately, the company



has made little progress to date and has published only a partial roadmap as of 2024. Rather than setting incremental annual milestones, Sodexo's roadmap sets ranges spanning several years, which makes the roadmap significantly less meaningful than those of the company's peers. For example, Sodexo has made 0% progress on breed and <1% progress on CAS, and their roadmap states that they will aim for "2–80%" progress on CAS from 2025 to 2027. This is concerning, as 2% fulfillment by 2027 would be acceptable according to this roadmap. Sodexo aims to fully implement their policy by 2028. But given the company's failure to reach other commitments within promised timelines, as well as the inadequacies of their current roadmap, how committed the company is to keeping its animal welfare promises is unclear.

RECOMMENDATIONS: Sodexo's roadmap should set clear incremental annual milestones rather than ranges spanning several years. Sodexo should take immediate action to start making progress on transitioning to higher-welfare breeds, as the company has made 0% to date—eight years after promising to source only higher-welfare breeds. The company must also expedite its progress on CAS. Sodexo should update their roadmap and ensure all leadership is on board and thoroughly understands the importance of fulfilling their chicken welfare commitment.



RECOMMENDATIONS CONTINUED:

The company should report progress toward each BCC component annually. Sodexo should also devote significantly more resources to fulfilling their animal welfare commitments.

SODEXO US ROADMAP:

BCC Component	May 2023	2024*	2025*	2026*	2027*	2028*
Litter	79%	100%				
Enrichments	5%	15-50%	100%			
Lighting	22%	50-70%	100%			
3 rd Party Auditing	<1%	10-30%	50-60%	60-70%	70-80%	100%
Stocking Density	20%	21%	22%-80% Continue to follow the evolution of information in this category and partner with suppliers to progress towards BCC's goals**			100%
CAS	<1%	1%	2%-80% Continue to follow the evolution of information in this category and partner with suppliers to progress towards BCC's goals**			100%
Breed	0%	1%	2%-80% Continue to follow the evolution of information in this category and partner with suppliers to progress towards BCC's goals**			100%

sweetgreen

GRADE:



PROGRESS:



Regressed on welfare progress and published only a partial roadmap.



SUMMARY:



Unfortunately, since last year’s progress report, sweetgreen has regressed in their progress toward implementing the BCC. In last year’s *Count Your Chickens Report*, we shared that sweetgreen had publicly reported that 25% of their chicken was processed using CAS, and 95% met BCC standards for stocking density, litter, lighting, enrichments, and third-party auditing. The company’s [latest reporting](#) states that now only 14% of the chicken is processed using CAS, and only 40% meets the standards for stocking density, litter, lighting, enrichments, and third-party auditing. The company’s updated partial roadmap aims to increase CAS to 25% by 2026, 50% by 2027, and 100% by 2028; for environmental conditions, sweetgreen is aiming for 50% by 2025, 75% by 2026, and 100% by 2027.

Notably, as of their most recent report, sweetgreen is sourcing 0% higher-welfare breeds and thus serving 100% Franken chickens. They committed to the BCC in 2018 and have made 0% progress on breed since then. The company’s stated aim is to reach 100% higher-welfare breeds by 2029, but sweetgreen has no incremental annual milestones in place for reaching this goal.

RECOMMENDATIONS:

It is concerning that sweetgreen, a company that prides itself on sustainability and creating a positive impact, seems to have deprioritized animal welfare in recent years. The company had made impressive progress toward its policy, yet this progress quickly diminished. Given that sweetgreen has made 0% progress on the BCC’s higher-welfare-breed component—the most critical aspect—they should prioritize progress on this component. The company should also work proactively with all of its suppliers and urge each of them to meet the BCC standards, and if they refuse to, transition to suppliers that will meet these higher welfare standards.

WHOLE FOODS MARKET



GRADE:



PROGRESS:



Implemented annual milestones for reaching 100% compliance by 2026 but left critical components out of their roadmap.



SUMMARY:



In March 2016, Whole Foods Market **applauded** G.A.P.'s announcement to require higher-welfare breeds for certification by 2024. G.A.P.'s commitment responded to "**unresolvable welfare issues inherent in fast-growing breeds of chicken.**"

The company, because of its connection with G.A.P. and long-standing policy of sourcing chicken that meets G.A.P. requirements, was already meeting the standards for living conditions (enrichments, litter, lighting), stocking density, and third-party auditing. Years later, Whole Foods **committed** to also requiring CAS. Regarding CAS, they reported 81% compliance in 2022 and 82% in 2023. The company has annual milestones for reaching 100% compliance by 2026, with some exceptions for smaller producers.

Concerningly, Whole Foods' reporting of percentage progress in sourcing higher-welfare breeds started in their deadline year for 100% compliance. After reporting that higher-welfare breeds constituted just 4.42% of fresh chicken sales in 2023, Whole Foods has left this crucial breed component out of their roadmap altogether. Despite G.A.P.'s pledge to require higher-welfare breeds for certification by 2024, G.A.P. has failed to follow through on their own promise to implement the results of the **Guelph study** they funded, which clearly showed reduced suffering in higher-welfare breeds. Whole Foods' position on G.A.P.'s board may have something to do with this.



GRADE:



As G.A.P.'s largest customer, Whole Foods holds tremendous influence and should advocate what they have stood by for the past eight years: Changing the breed is essential to improving welfare outcomes. Today customers can still buy Frankenchickens with a G.A.P.-certified seal at Whole Foods.

RECOMMENDATIONS: Whole Foods should publish a roadmap for reaching 100% of their commitment to sourcing higher-welfare breeds. The chain *offers* Better Chicken Project chicken, which is from higher-welfare breeds, but its commitment was not just to *offer* higher welfare standards but to require them for 100% of the chickens the company sources. Whole Foods should establish a plan for implementing their policy and regain consumer trust. G.A.P. must also publish a clear timeline showing when each certification step will require higher-welfare breeds and take action to ensure meaningful welfare outcomes instead of empty promises.

CAVA

GRADE:



PROGRESS:



Reposted once-deleted online policy and reporting BCC progress.

SUMMARY:



CAVA committed to the BCC in 2019. In last year's *Count Your Chickens Report*, CAVA received an F, as their policy had been removed from their website and it was unclear whether the company was still committed. We are pleased, however, that since then the company has reposted the policy and is now reporting progress toward the BCC components.

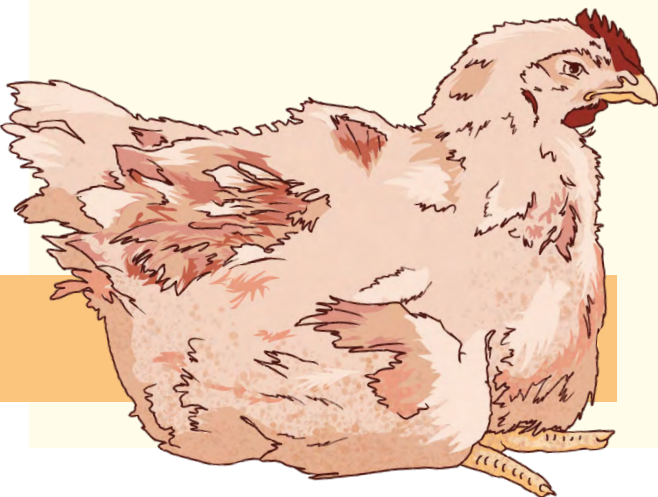
BETTER CHICKEN COMMITMENT



CAVA is focused on sourcing premium, fresh ingredients in humane and sustainable ways, and to working with farmers, ranchers, and suppliers who share our values.

RECOMMENDATIONS:

CAVA should publish a roadmap with incremental annual milestones to fulfill their commitment to improving broiler chicken welfare in their supply chain. Notably, the company has reported 0% progress on breed and lacks a timeline for fulfilling the BCC standards. CAVA should immediately transition to a supplier that meets all BCC standards so that the company can stop sourcing Frankenchickens.



THE CHEESECAKE FACTORY



GRADE:



PROGRESS:



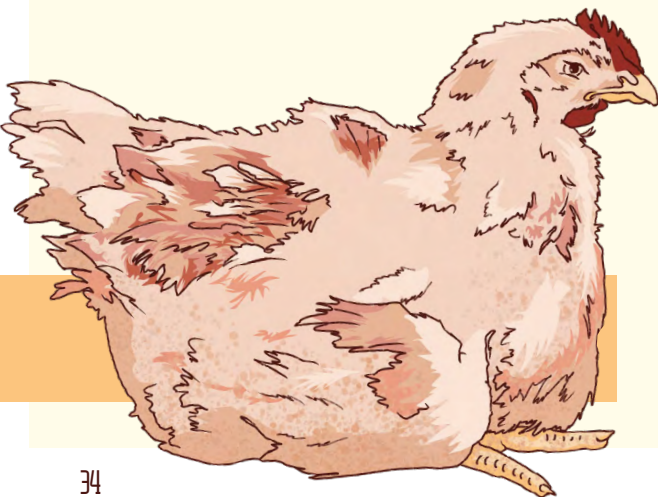
Regressed on chicken breed progress and has not published a detailed roadmap for 100% BCC implementation.

SUMMARY: In 2019, The Cheesecake Factory adopted the BCC, setting a goal to fulfill the policy by 2025. While the company consistently includes progress updates in its corporate social responsibility reports, it has yet to publish a detailed roadmap for fully implementing the BCC.



In their [2023 CSR report](#), The Cheesecake Factory disclosed that they had transitioned to sourcing 7% higher-welfare chicken breeds, a decrease from the 33% reported in 2021 and 10% in 2022.

RECOMMENDATIONS: The Cheesecake Factory should promptly publish a comprehensive roadmap with incremental annual milestones for achieving 100% policy fulfillment by 2025. This roadmap will provide transparency and accountability in their efforts. Additionally, the company should continue to provide annual progress updates to ensure stakeholders are informed of advancements and challenges until the policy is fully implemented.





GRADE:



PROGRESS:



Published partial progress and a partial roadmap. Diminished policy by removing breed and CAS.

SUMMARY:

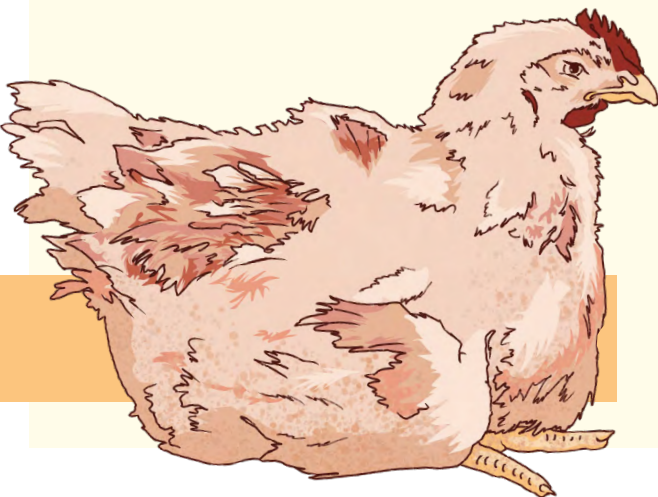


In 2018, Royal Caribbean adopted the BCC, promising that by 2024 they would source 100% of their chicken in the United States and Canada from suppliers certified by G.A.P. They also committed to processing chickens in a manner that avoids live-dumping and live-shackling and instead utilizes a pre-shackle, multistep controlled-atmosphere stunning system. In their [2020 sustainability report](#), however, the company weakened this policy by removing the reference to CAS and pushing the target date back to 2025. In the same report the company committed to annual progress reporting.

In their [2023 sustainability report](#), Royal Caribbean reported that 96% of the chicken they source from the United States is G.A.P.-certified and that they are on track to meeting 100% G.A.P. certification by 2025. The company has a partial roadmap outlining incremental annual milestones for reaching 100% G.A.P.-certified sourcing. The roadmap does not include plans for transitioning to higher-welfare chicken breeds or CAS, and the company has not yet reported progress on either component.

RECOMMENDATIONS:

Royal Caribbean should expand their roadmap to include year-over-year milestones for transitioning to higher-welfare chickens and CAS. They should continue to publish progress annually until their commitment is fulfilled.



WHITSONS CULINARY GROUP



GRADE: B

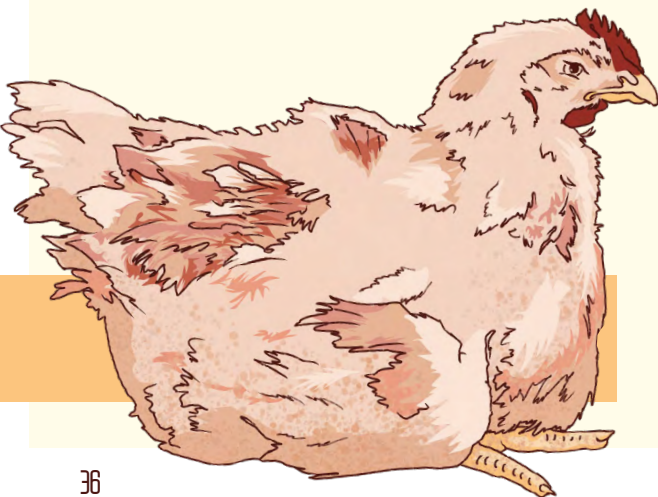
PROGRESS:



Published progress. No progress made on breed and CAS and no detailed roadmap for reaching 100% BCC compliance.

SUMMARY: In 2017, Whitsons Culinary Group pledged to meet all BCC standards by 2024. In June 2024, the foodservice provider published an animal welfare update. In this update, Whitsons Culinary Group reaffirmed their promise to work toward fulfilling their policy and acknowledged falling short of their commitment to meeting their goals by 2024. The company reported progress on the elements of the policy related to stocking density, environment, and auditing. Whitsons also shared that they had made 0% progress on the fast-growing breed and live-shackle slaughter components. The company has failed to publish a roadmap outlining plans for fulfilling the policy.

RECOMMENDATIONS: Whitsons Culinary Group should continue to publish progress annually. Additionally, the foodservice provider should publish a detailed roadmap with incremental annual milestones for meeting all standards of its chicken welfare policy. Lastly, the company should work closely with its suppliers to transition to higher-welfare chicken breeds and eliminate live-shackle slaughter from its operations or establish concrete plans for doing so.





GRADE:



PROGRESS:



Failed to reduce chicken suffering in their operations as revealed by an investigation into a Chipotle supplier.

SUMMARY:



Chipotle touts high animal welfare standards, yet a Mercy For Animals investigation released earlier this year shows a steep contrast between Chipotle's words and actions. Despite the company's **claims** of serving "responsibly raised meats" and humane treatment of animals from "birth to slaughter," the Mercy For Animals investigator **documented** Franken chickens experiencing immense cruelty, including birds arriving at the slaughterhouse fragile and injured; birds torn apart as evidenced by shackles holding just legs; and birds brutally killed, some missing the electrified bath meant to render them unconscious, leaving them fully alert when their throats were slashed.

Chipotle is reporting progress toward some BCC components, such as stocking density, CAS, and enrichments, but their *actual* progress on CAS is unclear because they are reporting *percentage of suppliers* rather than *percentage of volume* directly sourced. In addition, their reporting on stocking density does not align with BCC standards, and it is unclear whether the lighting standards they report on actually meet the BCC's lux requirements. One thing is clear: No public information suggests they have made any progress toward delivering on their decade-long promise to ban fast-growing Franken chickens.

RESPONSIBLY RAISED MEATS



All animals have been responsibly raised, which means that they're treated humanely from birth to slaughter, fed a vegetarian diet, and never given added hormones or sub-therapeutic antibiotics.



CHIPOTLE



GRADE:



RECOMMENDATIONS: Chipotle should be honest and transparent in their reporting. On CAS, they should report on the percentage of volume rather than percentage of suppliers. They should also clarify their reporting on lighting requirements. Mercy For Animals has shared these concerns with Chipotle on numerous occasions and suggested that the company may be intentionally misleading consumers, investors, and NGOs into believing Chipotle has made more progress than they actually have.

Once Chipotle establishes their baseline, they should publish a roadmap outlining their plan for fulfilling their promise. Chipotle will not meet their original 2024 deadline, and it's unclear to what degree meeting this deadline has been prioritized in recent years, in light of how heavily the company leaned into American Humane standards in prior reports. Given that Chipotle will not fulfill the policy by 2024, at the very least they must publish a path forward for fulfilling their commitment.

HHS CULINARY



GRADE:



PROGRESS:



Recently reported substantial progress toward BCC commitments and plans to publish a roadmap in 2024.

SUMMARY:



HHS Culinary adopted the BCC in 2017. The company reaffirmed its commitment in 2024 and reported progress on litter (67%) and enrichments (23%). HHS Culinary also noted that they would publish a roadmap that addresses their “plan for implementing meaningful progress in more detail by the end of 2024” and would join the Working Group for Broiler Welfare to collaborate with others committed to sourcing higher-welfare chickens. The company pledged to provide annual updates until the commitment is reached.

RECOMMENDATIONS:

HHS Culinary should publish a roadmap with clear incremental annual milestones for meeting their commitment and report annually on their progress as they have pledged to do. They should work closely with their suppliers to meet their goals and expedite progress on all BCC components.



JACK IN THE BOX

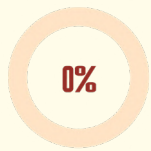


in the box

GRADE:



PROGRESS:



Reported minimal progress and has not published a roadmap for BCC fulfillment. Appear to be serving 100% Franken chickens in 2024.

SUMMARY: Jack in the Box adopted the BCC in 2017,



with the intention of fulfilling the policy by 2024. Seven years later, the company has made minimal progress, with the last [animal welfare update](#) published in

January 2023. While they reported 68% progress on litter and 12% on enrichments, they have not advanced in other critical areas affecting chicken welfare, such as breed. Jack in the Box appears to be serving 100% Franken chickens and has not published a roadmap for transitioning to higher-welfare chicken breeds or fulfilling the BCC in its entirety.

RECOMMENDATIONS:

Jack in the Box should publish updated progress on their chicken welfare commitment and provide a detailed roadmap with year-over-year milestones for fulfilling their policy. The company should also work with suppliers to purchase or establish plans for transitioning to higher-welfare chicken breeds.



TGI FRIDAYS



GRADE:



PROGRESS:



Progress reporting is vague and the company has failed to publish a BCC roadmap.

SUMMARY:



In 2017, TGI Fridays committed to improving welfare for the chickens they source by adopting the BCC policy. Until October 2023, however, they had not reported any progress or outlined plans for fulfilling their policy. After receiving a D– in the 2023 *Count Your Chickens Report* and facing the prospect of a public awareness campaign, TGI Fridays agreed to meet with Mercy For Animals’ corporate relations team. During the meeting, the company promised to publish progress updates and a roadmap to transparently share its implementation plans.

TGI Fridays has since published [some progress updates](#), but their progress reporting is vague and incomplete, and it references initial baseline estimates. They had promised that their reporting would be fleshed out as they received more information and that they’d publish a detailed roadmap. The company has not been receptive to communication and appears to be sourcing 100% Frankenchickens. The company has not disclosed any plans for transitioning from this practice.



TGI FRIDAYS



GRADE:



RECOMMENDATIONS: TGI Fridays should promptly clarify their existing reporting and publish a comprehensive roadmap with incremental annual milestones for achieving 100% policy fulfillment. This roadmap will provide transparency and accountability in their efforts. Additionally, they should continue to provide annual progress updates to ensure their customers and stakeholders are informed of their advancements until their policy is fully implemented. TGI Fridays should work closely with suppliers to begin purchasing higher-welfare chicken as soon as possible, as their most recent reporting reflects that they have made 0% progress on sourcing higher-welfare breeds.



GRADE:



PROGRESS:



Progress regression. Unclear and incomplete reporting. No roadmap outlining plans for 100% BCC fulfillment.

SUMMARY:



Albertsons set **a goal** to reach 50% fulfillment of some BCC standards for their O Organics fresh chicken. As of last year's *Count Your Chickens Report*, Albertsons had reported 85% G.A.P. certification of this 50% goal. They stated that their G.A.P.-certified chicken was processed using CAS. The company's most recent reporting indicates a significant reduction in G.A.P. certification, which the company attributes to avian flu. Albertsons states that more than 27% of their O Organics chicken was G.A.P.-2 or -3 certified in 2022. Whether this is 27% of their total O Organics supply or 27% of the way toward their 50% goal is unclear.

RECOMMENDATIONS:

Albertsons should expand their broiler chicken welfare policy to include all components of the BCC, as a commitment to higher-welfare breeds is notably missing and not being reported on. Albertsons should also expand the scope of their supply chain covered by the policy. As Albertsons is a huge company with tremendous influence, their animal welfare policy would be much more impactful if it covered a broader sourcing range than 50% of their O Organics line.



Campbell's

GRADE:  D

PROGRESS:



Diminished policy language. Only partial progress reporting. No roadmap outlining

plans for meeting original BCC commitment.

SUMMARY:



Campbell's adopted their BCC policy in 2017, promising to fulfill it by 2024. However, in the years that followed, the company weakened its policy, which now states: "We continue to aspire, over time, to the Better Chicken Commitment. We will monitor and engage with our supply chain to assess adoption of the Commitment but do not plan to communicate a detailed roadmap for implementation."

In their most recent update, available in their "[Animal Welfare Guidelines and Addendum](#)," Campbell's announced that they had met the litter and enrichment requirements but did not report progress on any other components.

Additionally, Campbell's reports that 100% of the chicken they source for Pacific Foods brand is G.A.P. 2-certified, meeting all the criteria for the BCC except for breed and CAS. Despite reaching 100% G.A.P. compliance for this product line, what percentage of their total supply this represents remains unclear.

By weakening their policy language and stating their intention not to publish implementation plans, Campbell's lacks transparency.



Campbell's



RECOMMENDATIONS: Campbell's should publish a detailed roadmap with incremental annual milestones outlining how they intend to fulfill their original commitment. Additionally, the company should provide annual progress updates to ensure transparency and accountability.

CREATIVE DINING SERVICES

CREATIVE DINING SERVICES®

GRADE:



PROGRESS:



Continually delays progress reporting. Has failed to publish a roadmap for reaching BCC compliance.

SUMMARY:



Creative Dining Services committed to the BCC in 2017 and has failed to report any progress to date. In 2022, the company stated that it would begin annual progress reporting in July 2023.

In June 2023, the company said that it would report progress by year-end 2023. In November 2023, Creative Dining claimed that they would report progress by year-end 2024. They also said, “We look forward to publishing a detailed roadmap with meaningful incremental goals by the end of 2024.” As of this writing, Creative Dining Services has yet to publish percentage progress toward any BCC element and has not published a roadmap.

RECOMMENDATIONS:

Creative Dining Services should follow through on what they set out to do. Several times, the company has stated that it would report progress by a certain time and failed to do so. Whether Creative Dining has made any progress toward the BCC is unclear. The company should also publish a clear roadmap similar to those of its peers that outlines a clear path forward and incremental annual milestones to achieve meaningful animal welfare standards.



EPICUREAN FEAST CAFÉS/LPM



PROGRESS:



Has never published progress. No detailed roadmap for fulfilling BCC policy by 2025.

SUMMARY: Epicurean Feast Cafés adopted their BCC policy in 2017 but has not yet reported any progress or plans for fulfilling their policy. The company aims to meet its commitment by 2025, which is fast



approaching. Despite claiming in their [animal welfare policy](#) that responsible sourcing is essential and central to their mission of operating with integrity, Epicurean Feast Cafés has not transparently shared what changes they have made or provided a roadmap for how they intend to fulfill their policy.

RECOMMENDATIONS: Epicurean Feast Cafés should publish annual progress reports for each component of the BCC and provide a roadmap with year-over-year milestones outlining how they will achieve 100% fulfillment of their policy by 2025.





GRADE:



PROGRESS:



Partial commitment.
Minimal progress
made with some
progress regression.

No roadmap outlining plans for reaching fulfillment.

SUMMARY:



Kroger pledged to meet some BCC components by 2024 for a portion of their supply chain: 50% of Simple Truth Organic and Simple Truth Natural fresh chicken. They published their [2022 progress](#) as part of their 2023 CSR report. Kroger reported that 41.9% of chickens sourced in this category were provided with enrichments (down from 48% in 2021), 17.9% met stocking density requirements (up minisculely from 17.5% in 2021), and 10.9% were processed via CAS (a slight increase from 10.4% in 2021). The overall progress from 2021 to 2022 is disappointing, as CAS and stocking density saw fractional increases in percentage points, and enrichments decreased. We understand that avian flu impacted progress from retailers and other food companies, and we expect Kroger to increase progress moving forward to meet their goals.

RECOMMENDATIONS:

Kroger is a retail giant with a tremendous opportunity to make a positive impact on the welfare of millions of chickens. They should expand their policy beyond Simple Truth Natural and Simple Truth Organic and fully implement the BCC for these brands rather than stopping at 50%. They should also commit to and make progress toward transitioning to higher-welfare breeds, as this is notably lacking from their policy. Kroger's consumers and investors would also benefit from a more detailed policy that sets forth the specifics of the lighting, litter, and enrichments that the company is reporting against to better understand the extent to which Kroger's goals are meaningful. We acknowledge Kroger's positive actions on broiler welfare but believe that due to the company's power and influence, Kroger could do much more.



MMI DINING



GRADE:



PROGRESS:



The company has never reported progress and has failed to publish a roadmap for BCC implementation.

SUMMARY:



In 2017, MMI Dining Systems pledged to meet BCC standards by 2024. Seven years have passed, and MMI has failed to provide any update on their promise to reduce chicken suffering in their supply chain. Due to MMI's lack of progress and transparency regarding their plans to fulfill their policy, the public is left to believe that MMI has made 0% progress despite their claims of commitment and continual improvement in animal welfare.

RECOMMENDATIONS:

MMI should publish yearly updates on their progress toward eliminating the worst chicken cruelty in their operations. Additionally, MMI should publish a roadmap detailing year-over-year milestones for fulfilling all BCC standards to further demonstrate their commitment to doing better for animals and customers.



NORWEGIAN CRUISE LINE



GRADE:



PROGRESS:



Extended policy deadline and weakened language. Progress reporting is unclear. The partial

roadmap remains vague due to the diluted policy language.

SUMMARY: Norwegian Cruise Line published their BCC policy in 2017. In their most recent [Sail & Sustain report](#), Norwegian extended their timeline to meet G.A.P. standards to 2025, and they did not include a commitment to CAS. They also weakened their policy to include American Humane and FarmCheck standards, which uphold the status quo. Norwegian is not receiving any credit for their progress reporting because it is too vague to be meaningful. They simply state that 96% of their chicken purchases “qualify in meeting chicken welfare standards.” What percentage of that 96% meets their original animal welfare standards as opposed to industry standards is unclear. Their original standards do not cover higher-welfare breeds or CAS, so we see no indication that Norwegian sources anything but Franken chickens killed by cruel live-shackle slaughter. They have a partial roadmap, but given the nature of their weakened commitment, this roadmap is also less meaningful than it used to be.

RECOMMENDATIONS: We recommend that Norwegian Cruise Line commit to sourcing only chicken that meets BCC standards; report detailed annual progress for each BCC component, including breed and CAS; and publish a comprehensive roadmap with annual milestones outlining the company’s path to full compliance.





PROGRESS:



The company has not reported any progress or published a roadmap, and it uses misleading language regarding chicken welfare.

SUMMARY:



Papa Murphy's adopted their BCC policy in 2021, with the promise to fulfill it by 2024. The company has yet to publish progress or a roadmap outlining how it intends to fulfill this commitment. Given Papa Murphy's lack of progress reporting, consumers and stakeholders are left to believe that the company still serves 100% Franken chickens.

Papa Murphy's also claims that "poultry provided by [their] suppliers must be free from added hormones or steroids." This statement misleads consumers to believe that Papa Murphy's is actively making changes to improve welfare for the poultry they source, when hormones and steroid use in poultry have been banned in the United States since the 1950s.

RECOMMENDATIONS:

Papa Murphy's should work with their suppliers to determine what progress they have made to date on their chicken welfare commitment and publish it. They should also start purchasing higher-welfare chicken breeds immediately or put plans in place with their suppliers for transitioning to higher-welfare breeds, if no supply is currently available. The company should publish a roadmap with incremental annual milestones outlining plans for fulfilling its commitment.





POMPTONIAN
FOOD SERVICE

GRADE:



PROGRESS:



**Reaffirmed
commitment
in 2024. Failed
to publish**

**progress or a roadmap for
implementation.**

SUMMARY:



In 2017, Pomptonian Food Service publicly pledged to meet all BCC standards by 2024. In 2024, the foodservice provider published an animal welfare update in which it reaffirms its pledge to meet all standards of its chicken welfare promise. While the update lays out by which years the company has asked its suppliers to address various standards of its policy, the company has failed to publish incremental annual milestones in the form of percentage fulfillment. Additionally, Pomptonian has failed to share what progress they have made toward meeting their goals.

RECOMMENDATIONS:

Pomptonian Food Service should publish a more substantial animal welfare update that includes progress to date, as well as a detailed roadmap with incremental annual milestones. The foodservice provider should also work closely with its suppliers to meet all BCC standards.



RESTAURANT BRANDS INTERNATIONAL (RBI)



GRADE:



PROGRESS:



Company reported partial progress for the first time in 2024. Failed to publish a roadmap outlining plans for fulfilling the BCC policy.

SUMMARY:



Restaurant Brands International (RBI), the parent company of Burger King, Tim Hortons, Popeyes, and Firehouse Subs, was a leader on broiler chicken welfare when Burger King and Tim Hortons published meaningful BCC policies in 2017. RBI acquired chicken chain Popeyes in 2017, and the brand is covered under RBI's broiler welfare policy as of 2020. According to publicly available data, Firehouse Subs does not appear to be covered under RBI's broiler policy, despite references to the brand in RBI's sow housing and cage-free egg policies.

RBI's [original 2017 policy](#) remains on the company's website, and their [2023 Restaurant Brands for Good report](#) includes RBI's first-time progress reporting on the use of controlled-atmosphere stunning in Canada. Although RBI has added key welfare indicators to their broiler policy and states: "We will continue to leverage our purchasing power in the industry to press for improvements," the company has not yet outlined its plans to increase transparency or make progress on additional BCC components.



RESTAURANT BRANDS INTERNATIONAL (RBI)



RECOMMENDATIONS: Given their original broiler policy commitment seven years ago, along with the addition of key welfare indicators and improved transparency on their other animal welfare policies, RBI should commit to annual progress reporting and establish a roadmap with incremental milestones toward sourcing chicken aligned with the BCC goals that they originally set out to accomplish. To effectively leverage their leadership position and remain accountable to consumers, investors, and the public, RBI should publish a clear path and new timelines for all brands.

THOMAS CUISINE



GRADE:



PROGRESS:



The company has failed to report progress or publish a roadmap for fulfilling its BCC policy.

SUMMARY:



Thomas Cuisine **committed** to fulfilling the BCC by 2024. The company claims to value integrity but has since failed to publish any progress toward its years-old promise or share any plans to fulfill it. Given Thomas Cuisine's lack of reported progress, consumers and stakeholders are left to believe that the company continues to serve 100% Frankenchickens.

RECOMMENDATIONS:

Thomas Cuisine should demonstrate their values by reporting progress toward their BCC policy annually. The company should also share its plans to fulfill its promise by publishing a detailed roadmap that includes incremental yearly milestones.



WHITE CASTLE



GRADE:



PROGRESS:



Reported partial progress after public pressure but failed to publish a roadmap for

100% BCC implementation.

SUMMARY:



In 2020 White Castle adopted the BCC. Years later, the company hadn't reported any progress, leading consumers to believe White Castle was not taking any meaningful steps toward improving chicken welfare.

Due to White Castle's lack of progress and transparency, Mercy For Animals ran a public awareness campaign to inform consumers and urge them to hold White Castle accountable. Soon after the [White Castle Lies](#) campaign launched, White Castle published partial progress for the first time, in their [2023 CSR report](#). The company reported that in 2022, 50% of its broiler chickens had at least three inches of maintained and dry friable litter cover and received at least eight hours of continuous light and six hours of continuous darkness daily.

White Castle did not report on any other components of the BCC and is probably still sourcing 100% Franken chickens and using live-shackle slaughter.

RECOMMENDATIONS:

White Castle should publish progress on each BCC component annually and a roadmap with year-over-year milestones outlining how they intend to fulfill their commitment. The company should work with its suppliers to further this commitment and make plans for transitioning to higher-welfare chicken breeds and the use of CAS.



CAESARS ENTERTAINMENT



GRADE:



PROGRESS:



Diminished policy language by removing deadline. Has failed to report progress or publish a roadmap for BCC implementation.

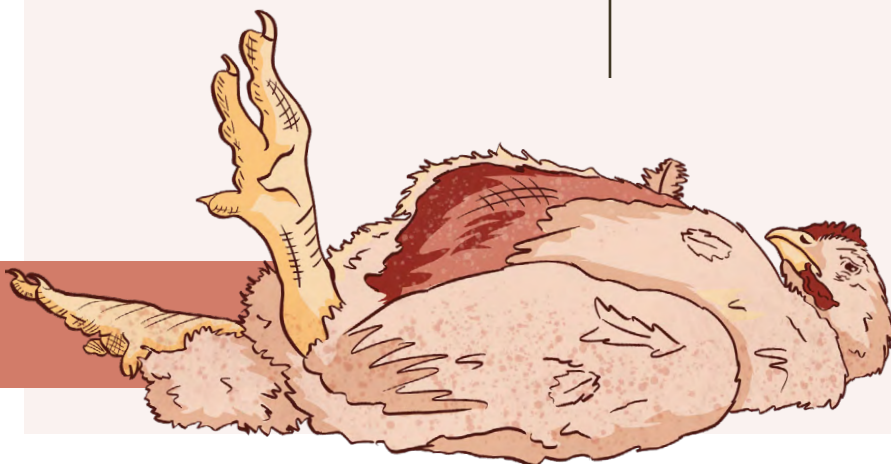
SUMMARY:



Caesars Entertainment adopted their BCC policy in 2019. Despite adopting the policy five years ago, the company has not published progress or plans for how it intends to transition and source less cruelly raised and processed chicken. In their [2023 CSR report](#), Caesars Entertainment weakened their policy by removing its deadline. Given this lack of transparency, consumers are left to assume that the company is sourcing 100% Franken chickens.

RECOMMENDATIONS:

Caesars Entertainment should start publishing annual progress updates immediately and transparently outline their plans to fulfill the BCC. This should include a detailed roadmap with incremental annual milestones. The company should also collaborate closely with its suppliers to transition to higher-welfare chicken breeds or establish concrete plans for doing so. Transparency and accountability are essential to gaining consumer trust and achieving animal welfare goals.





GRADE:



PROGRESS:



No progress reporting or roadmap publication. Failed on 2022 promise to publish baseline

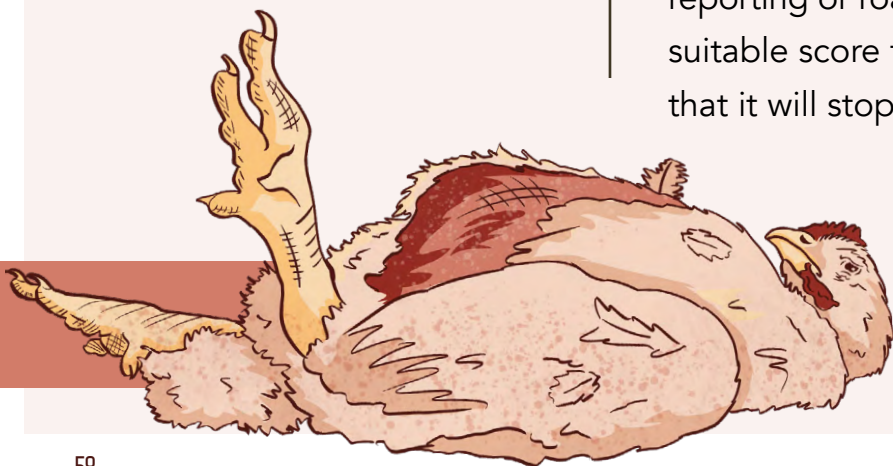
targets in 2023 GESI report.

SUMMARY:



In 2016 Starbucks committed to adopting the BCC standards by 2024. The world's largest coffeehouse chain has, however, failed to report any progress. In 2022, Starbucks stated in their [GESI report](#) that they would set baseline targets for their broiler welfare policy. On their [animal welfare page](#), they still state this as well: "Over the next year, we will be setting baseline targets for implementation, which will be reported in FY23."

In FY23, Starbucks failed to set any baseline targets, despite committing to doing so only a year earlier, and simply said that they were actively reviewing the policy. The policy in their report is also significantly weaker than the one on their "Animal Welfare-Friendly Practices" page. It simply states that they're working with their suppliers and licensees to ensure that by 2024 the chicken they source in the United States aligns with G.A.P. standards. It fails to mention anything about CAS or the specifics of the BCC requirements. Nothing indicates that their goals have come to fruition in 2024. Given that their latest impact report has a weakened policy and the corporation has no public progress reporting or roadmap, Starbucks has received an F—a suitable score for a company that has shown no sign that it will stop sourcing exclusively Franken chickens.



STARBUCKS



GRADE:



RECOMMENDATIONS: Starbucks should follow through on what they say they will do. In 2018, they said they would meet the BCC standards by 2024. In 2022, they said they would set baseline data and report this in 2023. In 2023, they failed to do this and said they would ensure the chicken they sourced aligned with G.A.P. by 2024. It's 2024 now, and all of these commitment deadlines have passed without follow-through. Starbucks should be accountable to the commitments they make. Consumers and investors should be wary of public goals that the company sets, in light of the lack of follow-through and transparency on animal welfare matters.



GRADE:



PROGRESS:



Policy diminished.
Company has failed
to report progress or
publish a meaningful
roadmap toward 100% fulfillment.

SUMMARY: In 2017, UNFI committed to a robust broiler welfare policy that set ambitious timelines that went above and beyond the BCC's. They also published an industry-leading cage-free egg commitment and pledged

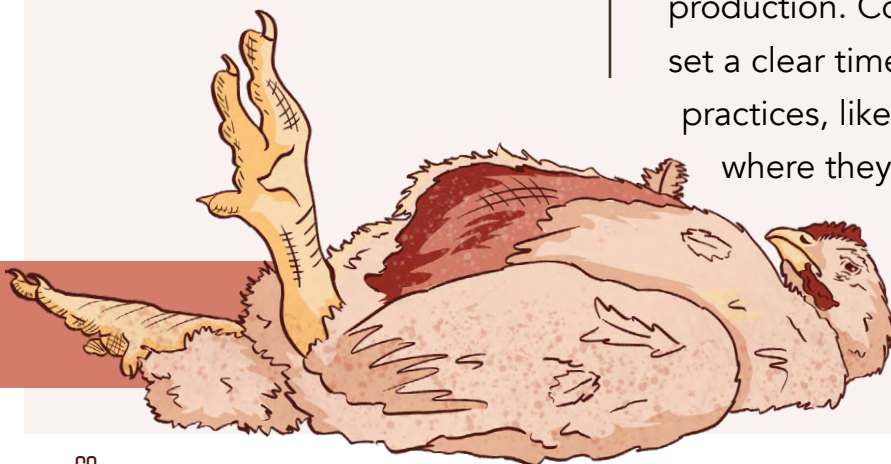


to ban chick culling in their supply chain. Flash-forward seven years, and UNFI's ambitions have been weakened to the point of lacking any time-bound elements, any aim to influence 100% of the company's supply chain, and any progress in meeting original deadlines. After UNFI's acquisition of SuperValu, the company "evaluated" its animal welfare commitments and met with external stakeholders for years. When UNFI finally released their updated [position statement](#), many goals were too vague to be meaningful.

Broiler Chickens

UNFI aspires to achieve the animal welfare standards outlined in the [Better Chicken Commitment](#) for its natural chicken. We are committed to actively working with suppliers to increase the availability of broiler chickens meeting the BCC standards. In the near term, we aim to improve our reporting practices to be able to establish a baseline and measure commitments against this goal.

It is commendable that UNFI has banned foie gras because of the animal abuse inherent to foie gras production. Concerningly, however, UNFI has not set a clear timeline for banning other clearly abusive practices, like confining animals for life in cages where they are virtually immobilized or breeding broiler chickens to suffer heart failure and lameness.





RECOMMENDATIONS: UNFI should recognize their position and responsibility as a leader in the natural foods space and immediately set time-bound goals to reach 100% compliance with their original animal welfare commitments. They should also report progress toward the BCC components, as they failed to do so in their latest *Better For All* report. UNFI should publish a roadmap consisting of incremental annual milestones. Their current “implementation plan and roadmap” consists of developing a retailer toolkit and educating their sales team, customers, and suppliers. UNFI’s opposition to foie gras clearly demonstrates the company’s ability to make meaningful animal welfare policies. UNFI should extend their opposition to animal cruelty to include the animals in their supply chain who suffer immensely at the greatest scale.

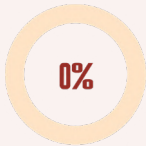
AVI FOODSYSTEMS



GRADE:



PROGRESS:



Has yet to publish progress or a roadmap to achieving the BCC. Withdrew public-

facing BCC policy and appears to be serving 100% Franken chickens.

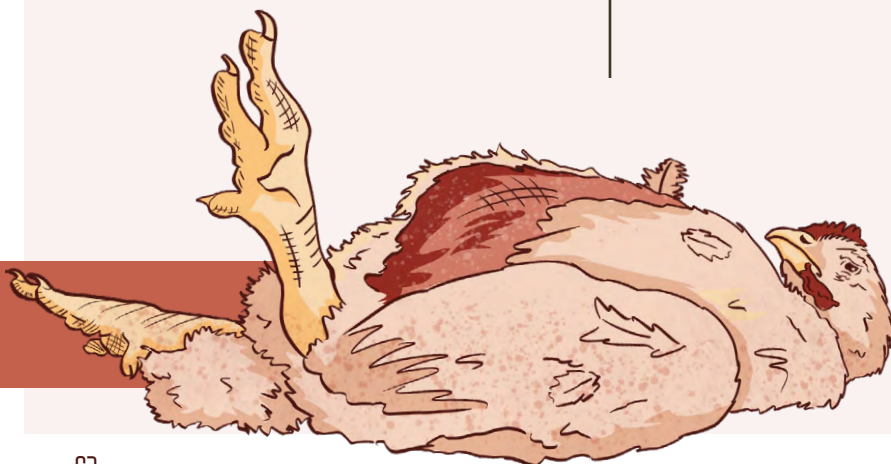
SUMMARY:



AVI Foodsystems adopted their BCC policy in 2017, promising to fulfill it by 2024. The foodservice provider, which caters to Juilliard, Wellesley College, Sarah Lawrence College, and several other well-known institutions, has yet to publish progress or a roadmap outlining how it intends to fulfill its pledge. After Mercy For Animals' engagement, AVI Foodsystems removed their animal welfare policy from their website altogether. This leaves AVI Foodsystems' clients to believe that the company is sourcing exclusively Franken chickens.

RECOMMENDATIONS:

AVI Foodsystems should live up to their word of being "fully committed to food sourcing practices with the utmost integrity and accountability." The company should reinstate the full BCC policy, publish progress to date, and share plans for fulfilling the policy. This should include a detailed roadmap with incremental annual milestones.



BURGERVILLE



GRADE:



PROGRESS:



Has removed public-facing BCC policy. Has published no progress.

SUMMARY:

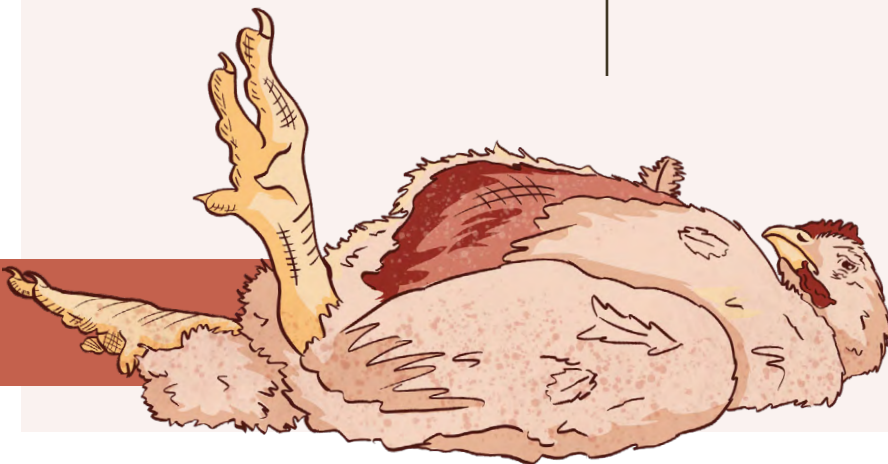


Last year, Burgerville received a D- in the *Count Your Chickens Report* for failing to publicly report progress toward the BCC goal that they committed to in 2018.

Burgerville's BCC policy is no longer on the company's website, and it is unclear what, if any, progress has been made toward meeting the BCC standards since 2018. Also unclear is whether Burgerville has any meaningful chicken welfare goals, given that they no longer have a public chicken-welfare policy.

RECOMMENDATIONS:

Burgerville should reinstate their BCC policy, begin reporting progress, and publish a roadmap for fulfilling the animal welfare standards they set in 2018.





GRADE:



PROGRESS:



Has published no progress on BCC or cage-free commitments.

Removed public-facing BCC policy.

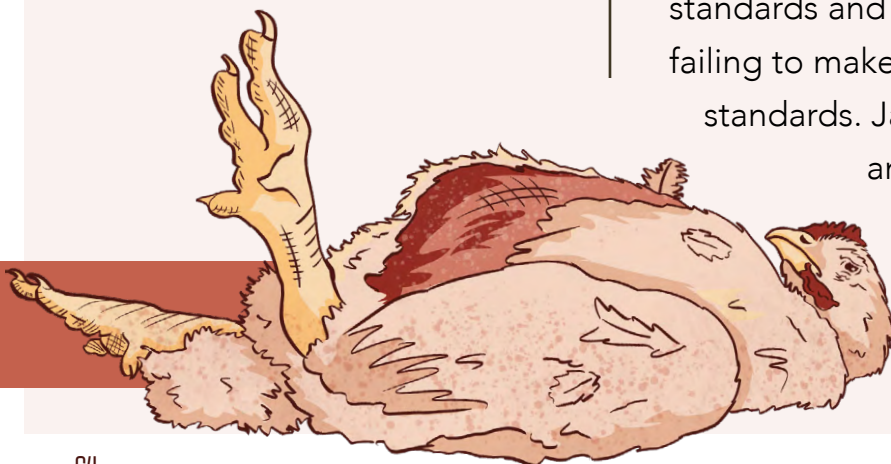
Failed to provide promised roadmap.

SUMMARY: In 2018, Jack's committed to meeting the BCC standards by 2024. They also committed to sourcing 100% cage-free eggs by 2025. It seems that they have made no progress toward either commitment.



In May 2023, in the lead-up to the *Count Your Chickens Report*, Jack's published an announcement that they would resume focus on these efforts and build a BCC roadmap with the aim of fulfilling the BCC by Q1 of 2024. We have seen no evidence of this, and in July 2024, Jack's removed their animal welfare policies from their website completely. It is disappointing that the company has been publicly praised for corporate commitments it did not keep, and whether the company ever intended to follow through on improving animal welfare in its supply chain is unclear.

RECOMMENDATIONS: Jack's should republish their animal welfare commitments and immediately take appropriate actions toward fulfilling them. On the BCC front, Jack's should engage suppliers that are making progress on BCC standards and move away from suppliers who are failing to make meaningful progress toward these standards. Jack's should publish progress annually and follow through on their once-public promise to build a roadmap.



NOODLES & COMPANY



GRADE:



PROGRESS:



Has published no progress or plans to complete BCC policy. Removed BCC policy.

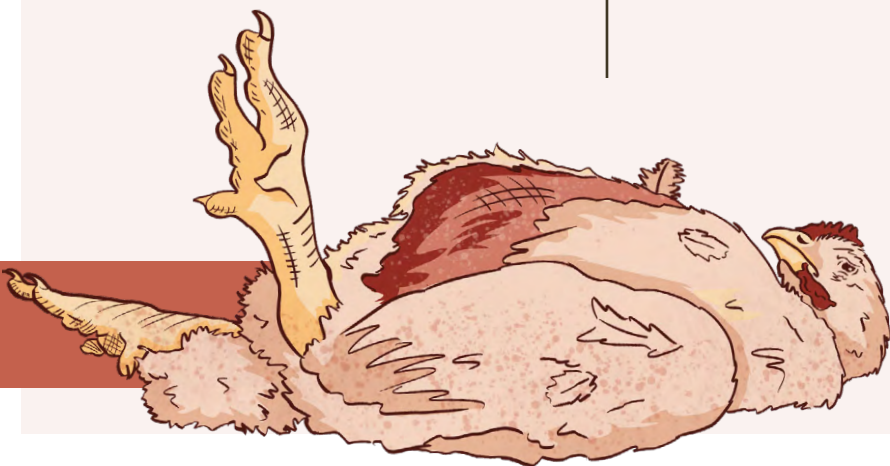
SUMMARY:



In February 2017, Noodles & Company publicly announced that they planned to meet all BCC standards by 2024. Since making its pledge, however, the company has failed to report progress or publish a plan for fulfilling this commitment. Now, Noodles & Company has entirely removed their policy from their website's animal welfare page, leaving customers in the dark.

RECOMMENDATIONS:

Noodles & Company should break their silence and reinstate their BCC policy immediately. Additionally, the restaurant chain should publish a roadmap for fulfilling its promise, including year-over-year milestones.





GRADE:



PROGRESS:



Never published promised roadmap and removed BCC policy from their website.

SUMMARY:

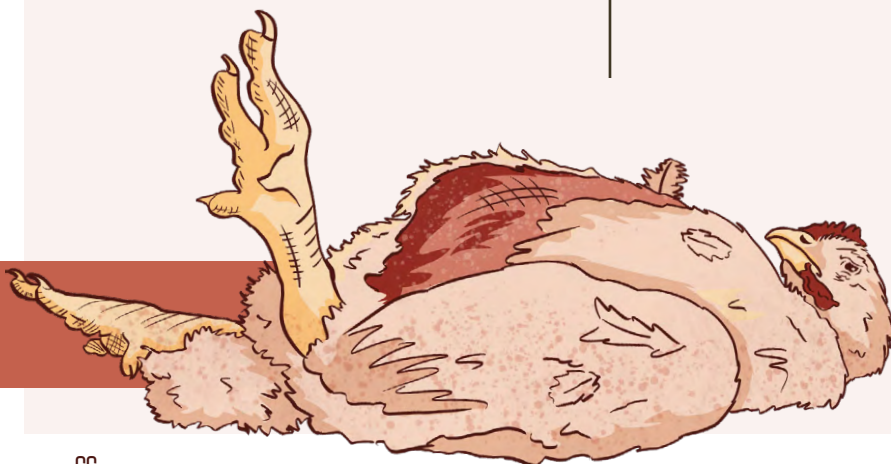


In August 2022, Oak View Group published their BCC policy, promising to meet all policy standards by 2024. The company pledged to publish progress and a roadmap in the original commitment.

Oak View Group not only failed to publish progress and a plan but deleted their once-live promise from their website. Spectra [adopted the BCC in 2017](#) and was acquired by Oak View Group in 2021.

RECOMMENDATIONS:

Oak View Group should reaffirm their pledge to do better for animals by republishing their BCC policy. The policy should be time-bound and include a detailed roadmap with clear year-over-year milestones outlining how the company intends to fully implement its promise to eliminate the worst chicken cruelty from its operations.

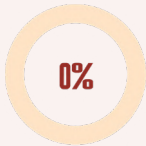




GRADE:



PROGRESS:



Has published no progress or plans to complete BCC policy.

Removed BCC policy and appears to be serving 100% Franken chickens.

SUMMARY:

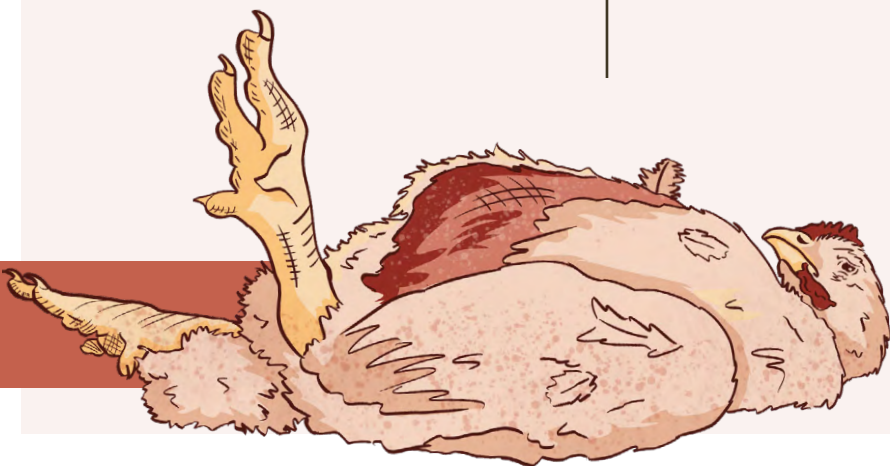


Papa John's adopted the BCC in 2018, promising to fulfill all components by 2024. In January 2022, however, Papa John's removed their policy and commitment to advancing welfare for the chickens they source and serve from their website. Additionally, the company has never reported progress or published a roadmap to transparently communicate how it intended to fulfill the commitment.

Despite claiming to be built on "better ingredients," Papa John's appears to be serving 100% Franken chickens.

RECOMMENDATIONS:

Papa John's should republish a time-bound BCC policy along with a detailed roadmap. The roadmap should include year-over-year milestones to transparently communicate how the company intends to fully implement the commitment.

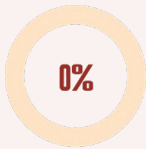




GRADE:



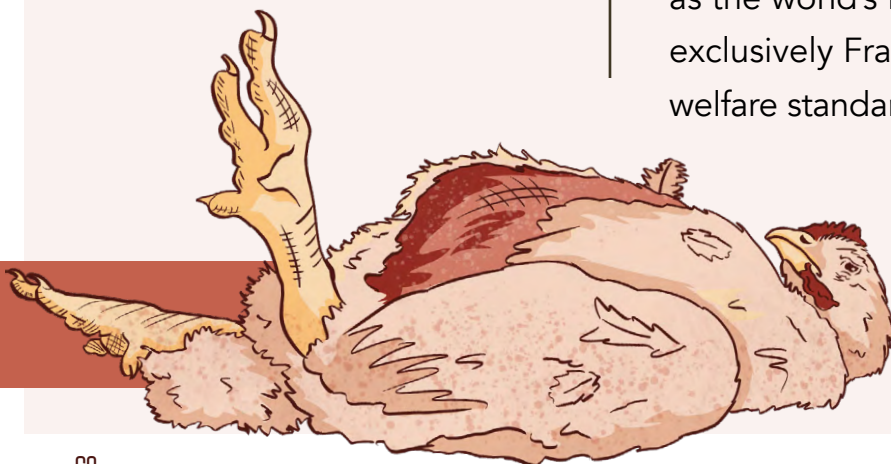
PROGRESS:



Has published no progress or plans to complete BCC policy. Removed BCC policy and appears to be serving 100% Franken chickens.

SUMMARY: Subway adopted the BCC in 2017 for their U.S. and Canadian operations. Subway originally promised to meet all standards by 2024 but then changed their U.S. policy to state that the company would meet the breed standard by 2026. In 2024, Subway removed their explicit BCC policy and has never published progress or plans for eliminating Franken chickens or meeting any BCC standards. The company claims to be “progressing on the implementation of physical standards to improve broiler chicken welfare” and to be “prioritizing the condition of friable litter and access to functional enrichments for all birds” but provides no numbers to support these claims and appears to be serving customers 100% Franken chickens.

RECOMMENDATIONS: Subway should republish their BCC policy, transparently report progress toward each component, and publish a roadmap with incremental annual milestones to meet their animal welfare promise. The chain is reporting progress against the European Chicken Commitment and should demonstrate similar transparency in its U.S. and Canadian operations. It is abysmal that Subway, as the world’s largest restaurant chain, is sourcing exclusively Franken chickens and has no meaningful welfare standards for the chickens in their supply chain.



SCORING CRITERIA

SCORING SYSTEM – 300 POINTS POSSIBLE

Policy /100	Full, time-bound	100
	Partial, weakened language, not time-bound	50
	None, removed	0
Progress /100	Full, progress on each BCC component	100
	Partial, progress on some BCC components	50
	None, no progress reported	0
Roadmap /100	Full, annual milestones for each BCC component until 100% fulfillment	100
	Partial, annual milestones for some BCC components or percentage of overall supply	50
	None	0

GRADING SYSTEM

Fulfilled	A+
300	A
250	A-
200	B
150	C
100	D
50	F
0	F-

The Franken chicken illustrations used throughout this report are based on the photographic works of Bear Witness Australia, Stefano Belacchi, Equalia, and Benjamin Blomstedt of We Animals Media.

