



MONITOR DE INICIATIVAS  
CORPORATIVAS POR LOS ANIMALES

# Report 2023-2024

Monitor de Iniciativas Corporativas  
por los Animales (MICA)



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**Monitor de Iniciativas Corporativas por los Animales (MICA) has positioned itself as an essential transparency tool for analyzing and evaluating the most influential Latin American food and hospitality companies on animal welfare performance, particularly their progress in ending one of the worst animal-production practices: cage confinement of hens in their egg supply chains.**

**The analysis considers the companies' positions on their cage-free policies and their progress in implementing them.**

Organizations throughout Latin America have supported us in preparing this report: Plataforma Alto in Colombia; ARBA and Compromiso Verde in Peru; Observatorio Animal in Chile and Argentina; PAE and Terranimal in Ecuador; and Mercy For Animals in Brazil, Mexico, and the rest of Latin America. In this fourth edition of MICA, we focus our analysis on the public reports (or lack thereof) of 58 major companies with operations in Latin America, providing an overview of their progress and urging them to end cage confinement, which affects hundreds of millions of hens in the region.

Our analysis is based on available public information, including annual and sustainability reports. For our purposes, such reports must reflect the percentage of eggs in a company's Latin American operations that are cage-free.

The 58 companies with operations in Latin America evaluated in this report span a variety of sectors, from food manufacturing and retail to foodservice and hospitality. Companies have been selected according to their size and influence in the region, as well as their ability to adapt to growing consumer demand for more sustainable practices that reduce animal suffering on a large scale.



## 1. Food Manufacturing



- Alicorp: The largest Peruvian consumer-goods company, Alicorp operates in several South American countries, including Argentina and Colombia. They also provide ingredients and inputs for bakeries and other food businesses.



- Grupo Arcor: One of the largest food manufacturers in Latin America, Argentina-based Arcor specializes in cookies, chocolates, and other confectioneries.



- Barilla: Italian company Barilla is a leader in pasta and ready-to-use sauces, with products available in over 100 countries. In Latin America, the company operates in Brazil and Mexico.



- BRF: Based in Brazil, BRF is one of the world's largest companies specializing in processed foods.



- Camil: Headquartered in Brazil, Camil is one of the largest food companies in Latin America. They specialize in rice, beans, sugar, eggs, and pasta.



- Cargill: One of the largest private companies in the United States, Cargill is a food-industry leader in Brazil and has a presence across Latin America, including in Argentina, Bolivia, Chile, Guatemala, Honduras, Nicaragua, Costa Rica, and Mexico. The company operates around the world, providing a range of products and services related to agribusiness.



- Carozzi: A Chilean company that produces pasta, desserts, and baby food, Carozzi has a strong presence in Latin America and operations in Peru and Argentina.



- Danone: Multinational company Danone specializes in dairy products and operates in Mexico, Brazil, Uruguay, and other Latin American countries.



- Ferrero Group: An Italian company known for premium confectionery products, Ferrero Group operates in several Latin American countries.



- Grupo Bimbo: Based in Mexico, Grupo Bimbo is the world's largest bakery company, with well-known brands in bread, cakes, and snacks. The company operates in Mexico, Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, Panama, Colombia, Ecuador, Venezuela, Argentina, Chile, Paraguay, Uruguay, Peru, and Brazil.



- Grupo Colombina: A leading food company involved in the production of candy, chocolates, cookies, and ice cream, Grupo Colombina has production plants in Colombia and Guatemala.



- Grupo Herdez: Based in Mexico, Grupo Herdez is a leading manufacturer of processed foods and canned goods, focusing on sauces, salsas, mayonnaise, and ready-to-eat foods.



- JBS: Headquartered in Brazil, JBS is one of the world's largest meat processors. The company also produces mayonnaise, butter, and other foods.



- Kellogg's / Kellanova: With operations in Mexico and Brazil, Kellanova offers cereal and snack products. The company was recently acquired by Mars.



- Kraft-Heinz: One of the world's largest food and beverage companies, U.S.-based Kraft-Heinz specializes in sauces, condiments, and processed foods and operates in Brazil, Mexico, and Venezuela.



- Mars: Mars makes confectioneries, companion animal food, and other products.



- Mondelez: One of the world's largest snack companies, Mondelez has operations in Mexico, Brazil, Chile, Costa Rica, Colombia, and Argentina.



- Nestlé: The world's largest food and beverage company, Nestlé has a strong presence in Latin America with a range of products in various categories, including dairy, coffee, baby food, and beverages.



- PepsiCo: PepsiCo is a U.S.-based multinational food, snack, and beverage corporation present in Mexico, Brazil, Argentina, and other Latin American countries.



- Puratos: Belgian company Puratos offers services and ingredients to customers in the baking and chocolate industries worldwide, including in Mexico, Peru, and Colombia.



- Unilever: Present throughout Latin America, Unilever is known for food and personal-care products.

## 2. Restaurants



- Alsea: A multibrand restaurant company, Alsea operates in Mexico, Argentina, Colombia, Uruguay, Chile, and Paraguay.



Arcos Dorados

- Arcos Dorados: The world's largest independent McDonald's franchisee, Arcos Dorados operates more than 2,300 restaurants across Latin America, including in Brazil, Mexico, Argentina, Colombia, and Peru.



- Subway: A multinational U.S. fast-food franchise, Subway operates throughout Latin America. As of 2019, Brazil has the most locations.



- Crepes & Waffles: With a presence in Colombia, Mexico, Panama, Chile, and Ecuador, Crepes & Waffles is a Colombian restaurant chain that specializes in crepes, waffles, and ice cream.



- BFFC: Operating mainly in Brazil, BFFC is the parent company of several fast-food brands, including Bob's.



- RBI (Restaurant Brands International): One of the world's largest quick-service restaurant companies, RBI operates chains such as Burger King and Popeyes across Latin America.



- Pif Paf Alimentos: One of the largest food producers in Brazil, Pif Paf Alimentos is known for meat products and processed foods. The company also exports food and supplies restaurants.

### 3. Hospitality and Foodservice



- Accor: One of the world's largest hotel chains, Accor operates more than 400 hotels in Latin America, including in Brazil, Argentina, Chile, Peru, and Colombia.



- Aramark: A multinational provider of food, facility-management, and uniform services, Aramark operates in several Latin American countries, including Mexico, Chile, and Argentina.



- Compass Group: Specializing in food services for sectors such as business, healthcare, education, and sports, Compass Group is a multinational company that operates in several countries in Latin America, including Mexico, Brazil, Chile, Argentina, and Colombia.



- LATAM Airlines: A major airline group in Latin America, LATAM Airlines provides passenger and cargo air services with both domestic and international routes.



- Hilton: A major multinational hotel company, Hilton offers accommodation and restaurant services in Mexico, Brazil, and other Latin American countries.



- Marriott International: Marriott has more than 300 hotels in the region, including in Mexico, Brazil, Argentina, Colombia, Chile, and Peru.



- Sodexo: A French foodservice company, Sodexo operates in Brazil, Mexico, Chile, Costa Rica, Colombia, and Peru.



- Barceló: A Spanish family business, Barceló operates across the tourism sector, with hotels and resorts in Mexico, the Dominican Republic, and other countries.



- RIU Hotels: A Spanish hotel chain, RIU Hotels has resorts across Mexico, the Caribbean, and Central America.



- Best Western: Best Western boasts a global network of hotels in nearly 100 countries and territories worldwide, including Mexico, Nicaragua, Guatemala, Brazil, Costa Rica, Colombia, Ecuador, and Peru.





- InterContinental Hotels: A British-American hotel company, InterContinental operates in several Latin American countries.



- Gategroup: A Swiss airline-catering company, Gategroup offers catering service in several Latin American countries.



- Newrest: A global leader in multisector catering, Newrest focuses on foodservice and airline catering in Brazil, Chile, Colombia, Costa Rica, Mexico, Bolivia, and Peru.



- Selina Hotels: Selina offers hotel services focused on young people and "digital nomads," with a co-living and co-working approach. Operating in Mexico, Costa Rica, Guatemala, Nicaragua, Panama, Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, and Peru, the company was recently acquired by Singapore-based Collective Hospitality.



- Royal Caribbean: One of the world's largest cruise companies, Royal Caribbean has frequent routes to tourist destinations in Latin America, especially in the Caribbean and Central America.

#### 4. Retail and Wholesale



- Carrefour: Operating in Argentina, Brazil, and other Latin American countries, Carrefour is one of the world's largest supermarket chains.



- Cencosud: One of the largest retail groups in Latin America, with brands such as Jumbo, Santa Isabel, and Easy, Cencosud offers food, appliances, and construction products. The company operates in Chile, Argentina, Brazil, Colombia, and Peru.



- Soriana: Soriana is one of Mexico's largest supermarket chains, offering food, appliances, and general consumer products.



- DIA: A Spanish company specializing in discount supermarkets, DIA offers a variety of food and private-label products. In Latin America, the company operates in Argentina and Brazil.



- Falabella: A large retail group focusing on consumer products, fashion, appliances, and furniture, Falabella controls the Tottus supermarket chain and has operations in Chile, Peru, Argentina, and Colombia.



- FEMSA: Headquartered in Mexico, FEMSA operates in Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Mexico, Nicaragua, Panama, Peru, and Uruguay. The company controls the OXXO convenience store chain.



- Grupo Éxito: A major retailer in Colombia, Grupo Éxito also operates in Uruguay and Argentina. In 2024 Grupo Calleja acquired more than 85% of the company's shares.



- Grupo Chedraui: Headquartered in Mexico with operations in the United States, Grupo Chedraui is a popular supermarket chain.



- Assaí Atacadista: A leading wholesale retailer in Brazil, Assaí Atacadista offers food and consumer products for small businesses and end consumers.



- Costco: U.S.-based retailer Costco operates dozens of stores in Mexico, offering a wide range of products in bulk, including food and household items.



- GPA: Brazilian retail giant GPA offers food and household products, with brands such as Pão de Açúcar, Extra, and Compre Bem.



- HEB: Headquartered in the United States, H-E-B is a retail chain that operates in Mexico. It offers a wide variety of food and consumer products.



- Jerónimo Martins: Based in Portugal, Jerónimo Martins operates in Colombia under the Ara brand. Ara is a supermarket chain with hundreds of locations.



- Jüsto: A 100% online Mexican supermarket company, Jüsto focuses on delivering fresh food and other products directly to customers. The company operates in Mexico, Brazil, and Peru.



- Walmart de México y Centroamérica: A major retailer throughout the region, Walmart offers a wide range of consumer goods.



# Egg Production in Latin America

In 2023, Latin America and the Caribbean accounted for 12.29% of the world's commercial laying hens, with more than 541 million<sup>1</sup>. But only 10.4% of these hens were raised in cage-free systems, highlighting a significant opportunity for the region to enhance animal welfare. By comparison, Europe and the United States have much higher percentages of hens in cage-free systems, at 43.4% and 38.8%, respectively. The slow pace of adoption in Latin America conflicts with the urgent need to improve animal welfare in the region.



**Latin America still relies heavily on cage systems, with more than 485 million birds confined to cages—12.67% of the world's caged hens. As countries in other regions accelerate their transitions to cage-free environments, Latin American companies risk being left behind in the global movement toward more sustainable, humane, and responsible farming practices.**

Urgent action is needed to drive the transition to cage-free systems in Latin America, where the benefits extend beyond animal welfare. Reduction of disease transmission and alignment with international standards are critical for the region to remain competitive and contribute to global sustainability goals. By embracing this change, Latin American companies can lead by example, fostering healthier, more ethical food systems while enhancing their global reputations.

## Importance of Cage-Free Egg Policies in Latin America

Along with concerns about public health, environmental sustainability, workers' rights, antimicrobial resistance, and supply-chain transparency, animal welfare in our food system has become increasingly important for consumers.

The wild ancestors of today's farmed hens lay around 12 eggs per year. In the commercial egg industry, hens have been bred to produce up to [300 eggs annually](#). Although these birds can live between five and 10 years, their laying capacity declines after their first, and commercial hens are typically slaughtered and replaced before they reach two years of age.

Most hens in the industry are confined in cages, which causes extreme suffering and deprives birds of the ability to engage in many natural behaviors vital to their well-being. In conventional cage systems, each hen spends her life on floor space measuring about 430 to 450 cm<sup>2</sup>, making nesting, foraging, and dustbathing impossible. Numerous [studies show](#) that such confinement causes physical and psychological stress that often leads to metabolic, bone, and joint disorders, as well as impaired immune function.

Because of these significant welfare issues and growing consumer demand for better treatment of farmed animals, many companies are shifting to cage-free systems. These systems allow hens greater freedom of

<sup>1</sup> The hen population statistics in this section are adapted from The Humane League reports, drawn from the International Egg Commission, the European Commission, national statistics, and Open Wing Alliance estimates when no industry sources were available.

movement, which reduces stress and improves their overall health. [Research shows](#) that hens in cage-free environments suffer up to 64% less disabling pain and 69% less annoying pain compared with those raised in cage systems. While switching to cage-free systems may pose some challenges, the long-term benefits to animal health are undeniable.

Beyond improving welfare, cage-free systems can help mitigate biosecurity risks, especially in regions such as Latin America, where the transition has been slower than in the United States or Europe. Overcrowding in industrial animal agriculture creates ideal conditions for dangerous pathogens, such as avian influenza and *Salmonella*, to thrive and spread. Moreover, highly stressful conditions, like cage confinement, can [weaken animals' immune systems](#) and increase [pathogen shedding](#), further escalating risks of infectious diseases, including zoonotic diseases. By reducing stocking density and maintaining healthier environments, cage-free systems can decrease the risk of disease outbreaks. This not only helps improve animal health but reduces the potential for pathogens to be transmitted to human populations, making such a transition a vital step in improving biosecurity.

The successful movement toward cage-free systems in the United States and Europe offers a powerful model for companies in Latin America, where change has been slower. By accelerating the transition to cage-free systems, Latin American companies can align with international standards, improve their reputations in the marketplace, and position themselves as leaders in solving global challenges related to health and sustainability. Moreover, this shift will help companies meet growing regulatory demands and trade requirements, as international agreements increasingly integrate animal welfare standards.

## Methodology

We have adjusted the evaluation criteria to reflect expected progress as we approach the 2025 cage-free deadline set by many companies in Latin America and around the world.

Teams from organizations actively participating in MICA contacted all the companies to be evaluated, as they do every year, offering support in developing an action plan, sharing relevant information and materials with companies that requested them, and providing companies with the evaluation criteria months in advance of the report's publication. Some companies ignored our attempts to establish active communication and collaboration, but this did not affect the ranking, as long as information was publicly available.

## Classification of Companies by Progress

Importantly, the policies and reports of retail distributors must cover 100% of shell eggs. Those of the other sectors evaluated must cover 100% of the egg supply: shell eggs, liquid eggs, and egg ingredients.

### 100% cage-free. Public reporting.

Companies in this rank publicly report that they have achieved a 100% cage-free Latin American supply chain.

- [Barilla](#) =
- [BRF](#) =
- [Costco](#) =
- [Danone](#) =
- [JBS](#) ↑

### Close to compliance. Public reporting.

Companies in this rank publicly report that 91%–99% of eggs in their Latin American operations are cage-free.

- No companies in this rank.

### Significant progress. Public reporting.

Companies in this rank publicly report that 66%–90% of eggs in their Latin American operations are cage-free.

- No companies in this rank.

## Moderate progress. Public reporting.

Companies in this rank publicly report that 36%–65% of eggs in their Latin American operations are cage-free.

- |                                          |                                     |                             |
|------------------------------------------|-------------------------------------|-----------------------------|
| • <a href="#">Accor</a> ↑                | • <a href="#">GPA</a> ↓             | • <a href="#">Pif Paf</a> ↑ |
| • <a href="#">Arcos Dorados</a> ↑        | • <a href="#">Grupo Bimbo</a> ↑     |                             |
| • <a href="#">Barceló Hotel Group</a> ↑  | • <a href="#">Grupo Colombina</a> ↑ |                             |
| • <a href="#">Crepes &amp; Waffles</a> ↑ | • <a href="#">Marriott</a> ↑        |                             |

## Some progress. Public reporting.

Companies in this rank publicly report that 11%–35% of eggs in their Latin American operations are cage-free.

- |                                 |  |
|---------------------------------|--|
| • <a href="#">Kraft-Heinz</a> = |  |
| • <a href="#">RIU Hotels</a> ↑  |  |
| • <a href="#">Sodexo</a> =      |  |
| • <a href="#">Unilever</a> =    |  |

## Little or no progress. Public reporting.

Companies in this rank have made public commitments to sourcing only eggs from cage-free systems in Latin America but report that 0%–10% of eggs in their Latin American operations are cage-free. Some companies in this rank have begun to report progress at a global level but do not provide information specific to their Latin American operations.

- |                               |                                           |                                     |
|-------------------------------|-------------------------------------------|-------------------------------------|
| • <a href="#">Alsea</a> =     | • <a href="#">Gategroup</a> =             | • <a href="#">Nestlé</a> =          |
| • <a href="#">Aramark</a> ↓   | • <a href="#">Hilton</a> ↓                | • <a href="#">Newrest</a> ↓         |
| • <a href="#">Cargill</a> =   | • <a href="#">InterContinental</a> =      | • <a href="#">PepsiCo</a> =         |
| • <a href="#">Carrefour</a> ↓ | • <a href="#">Hotels &amp; Resorts</a>    | • <a href="#">Puratos</a> =         |
| • <a href="#">Compass</a> ↓   | • <a href="#">Kellogg's / Kellanova</a> ↓ | • <a href="#">RBI</a> ↓             |
| • <a href="#">Ferrero</a> =   | • <a href="#">Mondelēz</a> =              | • <a href="#">Royal Caribbean</a> = |

## No commitment or commitment without transparency.

Companies in this rank meet one of these descriptions:

- Have made a public commitment to sourcing 100% cage-free eggs in Latin America but do not publicly report their progress.
- [Best Western](#) ↓
- [BFFC](#) ↓
- [DIA](#) ↓
- [Subway](#) ↓

## Have not made a public commitment to sourcing 100% cage-free eggs in Latin America.

- |                      |                      |                                       |
|----------------------|----------------------|---------------------------------------|
| • Alicorp =          | • Grupo Arcor =      | • Latam Airlines =                    |
| • Assaí Atacadista ↓ | • Grupo Chedraui =   | • Mars =                              |
| • Camil =            | • Grupo Éxito =      | • Selina Hospitality =                |
| • Carozzi =          | • Grupo Herdez =     | • Soriana =                           |
| • Cencosud ↓         | • HEB =              | • Walmart de México y Centroamérica = |
| • Falabella =        | • Jerónimo Martins = |                                       |
| • FEMSA =            | • Jüsto =            |                                       |

Companies in the higher ranks demonstrate a strong commitment to and significant progress in eliminating cage confinement. As animal welfare regulations become more stringent, companies with strong commitments and demonstrated progress will be better prepared to comply with laws and avoid penalties.

In contrast, companies with no commitment have shown a lack of concern for hens and failed to take a public stance on eliminating cage systems. Their lack of action could harm their reputations and weaken consumer trust. It is vital that these companies understand the urgency of joining the global cage-free movement to reduce animal suffering.

## Conclusion

The transition to cage-free systems is not only a moral imperative but a strategic business decision. As animal welfare becomes increasingly important for corporate social responsibility, companies with cage-free policies will improve their long-term competitiveness and build trust among consumers. Now is the time for companies in Latin America to follow the example of those in the United States and Europe, demonstrating their commitments to a kinder, healthier, and more sustainable world.

As we approach 2025, tools like MICA are essential for consumers to make informed decisions and support brands that demonstrate a genuine commitment to animal welfare. We urge all companies evaluated to step up their efforts and transparently report progress toward their goals.

We urge companies without commitments to establish clear plans for eliminating cage systems in their supply chains, defining specific goals and clear deadlines. They should publish their commitments and demonstrate transparency through regular updates.

For those companies that have not yet made significant progress, we encourage them to work with suppliers to adopt cage-free practices, invest in training and technologies to facilitate the transition, collaborate with animal welfare organizations for support and guidance, and communicate their efforts to their customers.

All companies should keep consumers and other stakeholders informed about progress on a regular basis, be honest about challenges and strategies for overcoming them, and foster a more compassionate food system that incorporates animal welfare policies at every level.

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