



Moving the Menu 2022

Ranking the country's largest restaurant chains on their animal welfare commitments and plant-based diversification





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Introduction

Moving the Menu 2022 assesses the 50 largest restaurant chains in the United States (per Nation's Restaurant News 2021 ranking) on their approach and progress toward improving the welfare of chickens raised for meat (known as broilers in the industry) and breeding pigs (sows) in their supply chains, as well as their progress toward increasing plant-based protein offerings and reducing the predominance of animal products on their menus.

By assessing all three components together, Moving the Menu aims to give a full picture of if and how the largest restaurant chains are contributing to creating a more humane, sustainable food system by simultaneously prioritizing animal welfare in their supply chains and offering customers options that are kinder to animals and the environment. Animal welfare is not a standalone issue that companies can view and address separately from their wider sustainability goals. Increasing the role of non-animal proteins and reducing the centrality of meat on restaurant menus must be part of companies' long-term sustainability strategies and understood as better enabling them to meet their commitments to ending specific cruel practices in farmed animal production.

Our current food system is devastating to animals and our environment—it needs to change. Creating positive change for animals and prioritizing plant-based options are integral to developing a humane and sustainable food system that protects people, animals, and the planet. Through their policies and offerings, restaurant chains can play a huge role in catalyzing change in supply chains, dietary habits, and impacting human health and the environment.

Background on Issues Assessed

Protein Diversification: The Importance of Reducing Animal Products

Plant-based protein items are not only a delicious option for vegans and vegetarians, but they are also increasingly appealing to people recognizing the need to shift to kinder, more sustainable diets. The plant-based food sector has seen exponential growth in the past few years and is showing no signs of slowing down. Retail sales of plant-based meat grew 74 percent since 2018, three times faster than animal products. As for food service, plant-based protein options are appearing 1,320 percent more on menus compared to pre-pandemic times. This surge is largely driven by a rise in US consumers seeking to reduce their meat consumption due to personal health, environmental, or animal welfare concerns.

A recent survey found that 41% of Americans have tried plant-based meats while 60% of them say they are likely to continue eating them. Diners now expect their favorite restaurants to offer plant-based options, with 52% of consumers in the US and Canada indicating they would reconsider going to a restaurant that did not offer vegan or vegetarian options. Parent company of KFC, Taco Bell, and Pizza Hut, Yum! Brands, summarizes this shift in dietary habits well when stating "Plant-based eating is here to stay."

Climate change is an urgent issue, and restaurants can no longer ignore the environmental toll of factory-farmed animal products and their contribution to global greenhouse gas (GHG) emissions. In fact, more than 62% of US consumers cite environmental concerns as a reason to eat less meat. Restaurant Brands International (RBI), parent company of Burger King and Popeyes, reported that in 2019, sourcing animal proteins and dairy for its restaurants accounted for a whopping 70% of the greenhouse gas emissions in its supply chain. Similarly, Yum! Brands reported that "76% of [its] supply chain emissions from purchased food come from poultry, beef and dairy." These numbers, disclosed by two of the top players in the restaurant industry, highlight the dire need for food companies to reduce their reliance on animal products not only to spare animal lives but ensure the sustainability of our planet for future generations.



A recent report by Boston Consulting Group (BCG)—one of the world’s three largest management consulting firms—found that “compared with conventional animal-based proteins, production of plant-based alternatives emits one-eighth the [emissions] per kilogram for chicken, one-third for eggs, one-twelfth for beef, and one-ninth for pork.” BCG finds that every dollar invested in plant-based meat and dairy led to seven times more greenhouse gas reductions than green buildings and 11 times more than zero-emission cars.

Plant-based menus spare animals a life of suffering while providing companies with a clear path to significantly lowering their environmental footprints. Large restaurant chains, many of which claim to be committed to reducing their carbon footprint, must mainstream plant-based options by making them prominent menu staples, promoting their role in reducing their supply chain emissions, and committing to reduce their procurement of animal products.

The Harms of Factory Farming: Cruelty and Carbon

The US has one of the highest rates of meat production and consumption in the world. To meet this demand, more than nine billion land animals, including eight billion chickens and 120 million pigs, experience unbearable cruelty on factory farms every year. Chickens and pigs—the most intensively farmed species—are expected to be produced at levels triple that of beef by 2050 globally.

Suffering of Farmed Animals—Pigs and Chickens

Mother Pigs

Mother pigs raised for breeding are confined to gestation crates, tiny wire stalls in which they have no room to lie down or turn around. Each mother pig is artificially inseminated, restricted to a minuscule crate, where she remains for over four months, at which point she is moved to a different type of crate to give birth. Spending time in this extreme confinement causes pigs to suffer from lameness, bone fragility, and reduced immunity. They resort to biting the steel bars due to the extreme stress and frustration they are subjected to. On factory farms, mother pigs are denied the opportunity to nurture their babies, who are taken away from them at just three weeks old. At a few days old, baby piglets are subjected to painful physical mutilations such as tooth-clipping, tail docking, and castration, typically without any pain relief.

Gestation and farrowing crates are incredibly cruel. Companies must set policies that prohibit the use of gestation and farrowing crates entirely and require that all pigs be provided housing that allows them to engage with one another, have sufficient space to turn around and rest comfortably, and access bedding materials, such as straw.

Chickens

Chickens are the single most consumed animal in the US. Chickens raised for meat are bred to grow at unnaturally fast rates and endure miserable, pain-ridden lives. They are crammed into sheds by the tens of thousands, are unable to perform any of their natural behaviors, and suffer from broken bones and painful lesions. They are killed at merely five to six weeks old, while they are still babies making peeping noises. The predominant method of slaughtering these birds, known as live-shackle slaughter, is unfathomably cruel, with thousands of birds scalded while still fully conscious every year.

Animal groups, scientists, veterinarians, and other advocates have developed the Better Chicken Commitment (BCC), a set of minimum requirements for raising chickens that seeks to improve conditions for animals. To meet the BCC standards, a company must provide chickens with a minimum amount of space, meet specific lighting and enrichment requirements, raise breeds of chickens that have slower growth rates, and shift to a stunning method (Controlled Atmosphere Stunning) that significantly reduces stress and suffering.



Environmental Toll

Animal agriculture contributes almost 15% of human-induced global greenhouse gas emissions. Factory farming is driving the destructive production and trade of massive quantities of feed crops associated with habitat loss for wild animals, declining biodiversity, water pollution, pesticide pollution, soil degradation, and greenhouse gas emissions. This industry emits harmful greenhouse gases, including methane and nitrous oxide which are 23 and 300 times more potent than carbon dioxide, respectively. Intensive pig and chicken farms release tons of hazardous chemicals and waste, pollute the air and waterways, and are a public health risk to the communities they operate in.

New research conducted for World Animal Protection finds that a 50% reduction in consumption of both chicken and pork products by 2040 would almost halve the current annual climate impacts of chicken and pork production. This would be the equivalent of removing eight million cars off the road in the US.

Driving Tangible Change


When food companies adopt meaningful policies requiring animals to be raised in conditions that embrace their natural behaviors and development, they can help end some of the worst cruelty endured by billions of animals. They can also provide customers with more compassionate food options and make a smart investment in the future of our planet. Public commitments are a good start. But, it is vital that companies also regularly report measurable progress toward implementing these commitments to hold themselves accountable.

To drive tangible change in supply chains and consumer habits, and contribute to reversing the climate crisis, companies have the responsibility to address the impact of farmed animal production on the environment and local communities. Reducing animal products and replacing them with plant-based proteins should be seen as integral components of companies' strategies.





Summary



Legend



 Pig Welfare



 Chicken Welfare

 Plant-Based

  Previously available pig welfare policy missing


  Previously available broiler chicken welfare policy missing


  Progress unreported


  Progress unreported

Menu Movers - The Restaurants Making Meaningful Progress

Chipotle


 Chipotle continues to stand out as a leading company on pig welfare and a clear example that supply chains free from intensive confinement are achievable. Chipotle reports that “In 2021, 100% of our pork came from suppliers meeting our animal welfare standards, meaning they do not use gestation and farrowing crates, routine tail docking, or teeth clipping, and are raised outdoors in bedded barns.”


 Chipotle also features as one of two highest-ranking companies on plant-based diversification this year. In addition to a Vegan Bowl, Chipotle offers the protein-filled Sofritas, a shredded tofu braised in spices, as a protein option for most dishes at a cheaper cost than pork or beef and at the same cost as chicken. The chain highlights the social and environmental benefits of this option stating, “Since introducing Sofritas five years ago, Chipotle has provided flavorful options for every lifestyle, while simultaneously doing something good for the planet.” Chipotle also announced it is investing in a plant-based food company: “We are excited to support new ways to bring vegetables to the center of the plate through plant-based alternative protein options [...] Meati is producing responsibly grown plant-based protein that tastes delicious.” We strongly encourage the chain to commit to reducing its procurement of animal products and increasing its plant-based offerings as key strategies toward meeting its broader sustainability goals.


 In 2017, Chipotle publicly committed to meeting the standards of the Better Chicken Commitment (BCC) by 2024. The BCC is a set of minimum requirements for raising chickens that seeks to improve conditions for animals. The company is reporting some initial progress toward meeting some of the BCC criteria. We encourage the chain to continue reporting on progress toward full implementation of the BCC.




The Cheesecake Factory


 The Cheesecake Factory continues to be high ranking on pig welfare by having a strong commitment to end the use of gestation crates and very detailed reporting on its progress. The chain announced, “we have reinforced our commitments to sourcing gestation-crate-free pork and are striving to transition 75% of our pork supply to crate-free by the end of 2022.” This shows immense progress from the less than 1% gestation-crate-free pork reported last year. The company also states, “We are committed to sourcing pork that is raised in alignment with CA Prop 12 standards...”


 The Cheesecake Factory’s broiler welfare commitment aligns with most of the BCC criteria, except that the deadline for meeting its commitment and its breed requirement fall short, preventing the company from ranking high in this category. However, we do applaud The Cheesecake Factory for reporting some progress toward achieving the BCC standards for chickens in its supply chain. We encourage the chain to continue reporting progress toward full implementation of the BCC.

 The Cheesecake Factory is one of the few companies to rise above the very bottom ranking on plant-based diversification. The chain does offer several fully plant-based items, such as the Impossible™ Burger on its regular and SkinnyLicious menus and a Veggie Burger, as well as offering other items that can be fully plant-based with customization. We strongly encourage the chain not only to continue expanding diverse protein options, but to also take a stronger role in this area by publicly acknowledging the benefits of plant-based options, and to commit to reducing its procurement of animal products and increasing its plant-based offerings as key strategies toward meeting its broader sustainability goals.

Panera

 Panera has committed to standards for chickens in its supply chain that align with the BCC and has started reporting some minimal progress toward achieving this commitment. We encourage the chain to continue reporting on progress toward full implementation of the BCC.

 Although the chain asserts 60% of its entrees can be vegetarian or vegan with customization, Panera does not currently offer plant-based menu options that contain plant-based proteins, as defined in this scorecard. As such, it ranks low on protein diversification. Panera states, “As more of our guests ask for plant-based options, we work to develop more menu items that are vegan, vegetarian or can be easily customized to be so [...] We expect to refine and launch plant-based items nationally in the coming years.” We are eager to see whether the chain fulfills its promise to increase its plant-based options and offers customers direct alternatives to conventional animal products.

 Panera reports that “100% of pork products are sourced from [...] sows raised in group housing once pregnancy is confirmed.” This progress is a start. However, as this language does not clearly specify a goal to fully eliminate gestation crates, mother pigs in the company’s supply chain can still be confined to gestation crates for long periods of time (up to seven weeks) until they are confirmed pregnant. Now that the company has achieved 100% partial group housing, it must reassert and work toward its original time-bound commitment to fully rid its supply chain of gestation crates.

Dining Dawdlers - Most Restaurants Are Failing to Progress

Stalled Pig Welfare Progress¹

The companies below have weak policies and have never disclosed progress since their original announcements.

- **Subway** committed in 2012 to eliminate gestation crates for pregnant pigs by 2022.² But the chain has since weakened its policy stating only that it supports pig “husbandry and housing approaches that create improved animal welfare outcomes” while it “aspire[s] to have a pork supply chain that is considerate of animal welfare concerns relating to gestation and farrowing crates.”
- **Papa John’s** announced in 2013 a plan to “have significant movement to alternative housing by 2022” for pigs. The chain’s original statement is vague, no progress has been reported, and it now cites supply chain issues as a challenge to implementation.

Stalled Chicken Welfare Progress

The companies below have never disclosed progress since their original commitments.

- **Jack in the Box**, **TGI Friday’s**, **Papa John’s**, **Red Robin**, **Starbucks**, and **Subway** all publicly adopted standards aligned with the Better Chicken Commitment but have failed to report any progress toward achieving the standards.
- The parent company of **Burger King** and **Popeyes (Restaurant Brands International (RBI))** previously adopted the BCC but has since significantly weakened its policy language and has never reported progress toward achieving its original commitment.

Poor or No Progress on Most Issues

More than 90% of the companies rank in the bottom on two or more of the issues assessed in this report. These companies are failing to meaningfully contribute to the more humane and sustainable food system we urgently need. A full list of the chains and their rankings can be viewed on page 17, with a few highlighted below:

- Although **Yum! Brands**, parent company of **Taco Bell**, **KFC**, and **Pizza Hut**, has some promising plant-based commitments that move the chains out of the very bottom rankings on plant-based diversification, these statements have yet to materialize into permanent plant-based menu offerings in the US. The company also has no policies addressing the welfare of pigs in its supply chain and Yum! Brands’ and KFC US’ chicken welfare policies do not align with the requirements of the BCC.
- Although **McDonald’s** is reporting some progress toward its weak pig welfare policy, the chain has not committed to fully eliminating gestation crates, nor does its chicken welfare policy align with the BCC. The chain is offering the McPlant for a limited time in a select number of locations but is still failing to make meaningful progress on plant-based diversification.
- As noted above, **RBI**, parent company of **Burger King** and **Popeyes**, recently weakened its commitment to the welfare of chickens in its supply chain. While the company has made some progress on pig welfare by eliminating crates for pregnant pigs and setting a goal to fully eliminate crates in some markets, it has not reported progress or set a deadline for its US market. Burger King has had great success with its Impossible™ Whopper, but the item must be customized to be fully plant-based, and Popeyes is neglecting to offer customers any plant-based menu options.
- Big names like **Domino’s**, **Chick-Fil-A**, **Zaxby’s**, **Wingstop**, **Bojangles**, **Little Caesars**, **Culver’s**, **Chili’s**, **Dairy Queen**, **Outback Steakhouse**, **Five Guys**, **Jersey Mike’s**, **Texas Roadhouse**, **Whataburger**, **Panda Express**, and several others fall into the bottom rankings across all issues for failing to adopt any meaningful standards for the pigs or chickens raised in their supply chains, offer any fully plant-based or customizable menu items, or commit to reducing the role of meat in their restaurants.



¹ Chains that have commitments that do not meet a meaningful standard, such as aiming to transition to group housing for sows but are reporting progress toward those commitments were not included in this section since progress reporting is seen as an important step forward.

² Subway’s commitment is considered weak per our methodology, as it does not specify full elimination of crates.



Epic Fails - The Restaurants that Made False Promises

The companies below are called out for breaking their promises to consumers by completely backtracking on prior commitments.



- **Jack in the Box**



  Jack in the Box's original commitment to eliminate gestation crates for pigs from 2012 was initially weakened last year but now can no longer be found in the chain's public-facing materials.

- **Hardee's and Carl's Jr. (CKE Restaurants)**



  The brand has never reported progress or reaffirmed its original commitment to eliminate gestation crates for pigs. No recent evidence of a commitment can be found in current company resources.

- **Dunkin', Sonic, and Arby's (Inspire Brands)**



-   Dunkin', Sonic, and Arby's, owned by parent company Inspire Brands,³ have removed all references to pig welfare commitments from their public-facing materials. As recently as last year Sonic and Dunkin' had commitments on their websites, while Arby's original commitment was notably absent. But currently, none of the brands have maintained their commitment language in public materials.⁴

-   Dunkin' and Sonic also adopted the Better Chicken Commitment in 2017 but their original commitment language is now absent from recent company resources.



- **TGI Friday's**

  The company's commitment from 2013 to "only purchase pork from suppliers that can demonstrate documented plans to end their use of gestation crates for breeding sows" is absent from current company resources.

- **Chili's (Brinker International)**

  Brinker's commitment to eliminating gestation stalls has been replaced by a statement in the chain's CSR report that "previously set goals [...] included sourcing only gestation-crate-free pork by 2025 [...] we expect to adjust and refine our goal as we work with our suppliers on evaluating best practices and availability for the industry."

- **Denny's**

  Denny's original BCC commitment has been removed from its website, and its current language only references a goal to transition to higher welfare breeds by 2026, only one of the tenets of the BCC.

³ Sow welfare commitments were never announced by the remaining brands in the Inspire Brands portfolio, Buffalo Wild Wings and Jimmy John's, and chicken welfare commitments were never announced by Arby's, Buffalo Wild Wings, or Jimmy John's.

⁴ Although Dunkin Brands' animal welfare commitments can still be seen in this public-facing document that can be accessed through a Google search, no evidence points to these policies being current or reasserted.

Scoring Overview

We assessed each company based on reviews of the most recent publicly available information published by the company, such as company websites, policy statements, annual reports, and press releases. Companies were notified via email of the full scoring methodology and the results of our initial assessments and were given the opportunity to review them for feedback. Companies were placed in tiers ranging from Tier 1 (Leading on Progress) to Tier 6 (Very Poor Progress) on each of the three issues (see Tiers and Descriptors.) **The detailed Scoring Approach and Methodology can be found in Appendix A.**

Plant-Based Diversification

For the purposes of this scorecard, we define a plant-based product as a manufactured food item that does not contain any animal ingredients and is being promoted as a suitable, direct replacement for a main menu item that would conventionally contain animal products.

A maximum of 140 points were available across three categories assessing the availability of fully plant-based items on the restaurants' menus, the company's acknowledgement that plant-based proteins are a priority for achieving other environmental and social goals (such as emissions reductions, animal welfare, zero deforestation, etc.), and if the company has a public goal to increase plant-based proteins and reduce animal products over time. The scoring breakdown used is as follows:

- 50 points available: Number of plant-based menu items—10 points for each item up to five items. Deductions for items that are only in a test phase, are available in limited areas, or require consumers to remove animal-based ingredients.
- 40 points available: Recognition of environmental and social benefits of protein diversification—Full points awarded to companies that publicly position their plant-based items as integral to broader sustainability goals.
- 50 points available: Presence of time-bound commitment(s) to reducing procurement of animal products and/or increasing plant-based proteins by a percentage from set baselines—Full or partial points awarded based on presence and strength of commitment.

Companies were assigned to a tier for their plant-based ranking based on the total number of points:

Tier 1: 121-140 Points | Tier 2: 100-120 Points | Tier 3: 80-99 Points | Tier 4: 60-79 Points | Tier 5: 40-59 Points | Tier 6: 0-39 Points

Pig Welfare

We assessed companies on the presence or lack of public commitments to end the use of gestation crates in their supply chains. If commitments were made, we assessed the strength of the commitment language, and the companies' progress toward achieving them. Commitments were evaluated against the criteria of the FARMS' initiative Responsible Minimum Standards for pigs, with a focus on space requirements and compliance and transparency.

A meaningful commitment must specify a time-bound goal to fully eliminate gestation crates. Policies relying on terms such as "group housing" or "open housing," or that only apply to "pregnant pigs" or "gestating sows," can all allow for systems that confine pigs in conventional gestation crates continuously for as long as six to seven weeks.

Companies were ranked into one of six pig welfare tiers based on the strength of their commitment and their recent progress and transparency.



Chicken Welfare⁵

The criteria for assessing chicken welfare is based on the Better Chicken Commitment (BCC), a set of minimum requirements for raising chickens that seeks to improve conditions for animals. Several global restaurant chains included in this scorecard (McDonald's, Starbucks, Burger King, Pizza Hut, KFC, Domino's, and Subway) are featured in World Animal Protection's chicken welfare ranking report, *The Pecking Order (TPO) 2022*. The US chicken welfare scores for these seven companies in the global TPO report were incorporated into *Moving the Menu 2022*.

The global methodology was applied to scoring the remaining 43 restaurants in this US-based report.⁶ Companies were awarded points across two main pillars covering specific attributes of the BCC. The percentage score from each pillar were combined and equally weighted for an overall percentage score.

- **Commitments & Targets**—The scope and completeness of a company's commitment to the specific criteria outlined in the BCC.
- **Performance Reporting**—The extent to which a company has implemented its commitments in relation to the BCC criteria.⁷

Companies were ranked into tiers on chicken welfare based on the overall assessment score.



⁵ "Chicken welfare" in this scorecard refers to the welfare of chickens raised for meat ("broilers"), not egg-laying hens.



⁶ The full "The Pecking Order" methodology is [linked here](#) and in Appendix A.

⁷ Companies are scored on the proportion of supply that meets the specific BCC requirement and companies score partial points (1 point) when the reporting is limited in scope.

Detailed Restaurant Rankings

Each company is assigned a separate grade in each of the respective issues. They are placed in one of six tiers ranging from Tier 1 (Leading on Progress) to Tier 6 (Very Poor Progress) for each of the issues.



Tiers and Descriptors





| |  Plant-Based |  Pig Welfare |  Chicken Welfare |
|---|---|---|--|
| Tier 1 (Leading on Progress) | 5+ plant-based menu options, benefits of plant-based acknowledged in CSR reporting, and public time-bound commitment to reducing the procurement of animal products and increasing plant-based proteins by specific percentages. | Public commitment to source only pork products from suppliers that have eliminated gestation crates by a target date, 100% of pork product purchases comply with this sourcing policy. | Public commitment to source only chicken from suppliers that have met requirements in line with the Better Chicken Commitment (BCC), 100% of chicken purchases comply with this sourcing policy. |
| Tier 2 (Good Progress) | 3+ plant-based menu options, benefits of plant-based acknowledged in CSR reporting and a meaningful public commitment to procurement of animal/plant-based products. | Public commitment to source only pork products from suppliers that have eliminated gestation crates by a target date, significant progress reported. | Public commitment to source only chicken from suppliers that have met requirements in line with the BCC, significant progress reported. |
| Tier 3 (Making Progress) | 4+ plant-based menu options and public acknowledgement of the environmental benefits of plant-based products. | Public commitment to source only pork products from suppliers that have eliminated gestation crates by a target date, regular affirmation of policy in public reports, some progress reported. | Public commitment in line with the BCC, some initial progress reported. |
| Tier 4 (Getting Started) | 0-4 plant-based menu options, some language referring to the benefits of plant-based or environmental impact of ingredients. May have ambition for plant-based increase without timeline or a clear percentage. | Public commitment only refers to partial group housing and reporting on partial group housing with continued use of gestation crates. If still stating a goal to fully eliminate gestation crates, failing to set a deadline for full implementation in the US. | Public commitment, but no or minimal progress reported and/or the commitment is lacking one or more aspects of the BCC. |
| Tier 5 (Poor Progress) | 1-2 plant-based menu options, some language speaking to the benefits of plant-based, plant-based menu options but no language speaking to the benefits. No time-bound commitments to plant-based increase or meat reduction. | Weak or vague language regarding pig housing practices in supply chain, such as: "preference" for suppliers with partial group housing, failing to set a goal or deadline for full implementation, and not clearly stating that full elimination of crates is the goal. | Weak or vague language regarding chicken welfare practices in supply chain. Policy is not in line with the BCC or is lacking key elements such as not meeting the BCC timeline. |
| Tier 6 (Very Poor Progress) | Few or no permanent plant-based menu options, failing to commit to plant-based increase or meat reduction. | No official policy addressing the welfare of pigs in supply chain. | No official policy or a very weak or vague policy covering broiler chickens in supply chain. |



8 Some chains in Tier 5 may be disclosing their percentage of pigs raised in group housing but do not have clear language committing to achieving 100% group-housed or crate-free supply.



Individual Company Rankings⁹



Legend:



  = Company is reporting initial progress toward meaningful chicken welfare policy.


  /   = Company's previous chicken/pig welfare policy is no longer publicly available.

  = Company has never reported progress toward its meaningful chicken welfare policy.











  = Company's pig welfare policy only refers to partial group housing, has no public goal to fully eliminate gestation crates.

  = Company has no deadline for achieving its pig welfare policy in the US (whether partial group housing or fully crate-free supply.)

  = Company has never reported progress toward its pig welfare policy in the US (whether partial group housing or fully crate-free supply.)

 = Company offers 4 or more plant-based menu options.

Companies are listed alphabetically.

| Company | Plant-Based Diversification | | Pig Welfare | Chicken Welfare |
|-------------------------------|--|--------|--|--|
| Bojangles' | Tier 6 | | Tier 6 | Tier 6 |
| Checkers & Rally's | Tier 6 | | Tier 6 | Tier 6 |
| Chick-fil-A | Tier 6 | | Tier 6 | Tier 6 |
| Chili's | Tier 6 | | Tier 6 | Tier 6 |
| Chipotle | Tier 3  | | Tier 1 | Tier 4   |
| CKE Restaurants | Carl's Jr. | Tier 5 | Tier 6   | Tier 6 |
| | Hardee's | Tier 6 | Tier 6   | Tier 6 |
| Cracker Barrel | Tier 6 | | Tier 5    | Tier 6 |

⁹ Where available, public sources of information that were used to assess the companies are linked in respective cells. Where no sources are linked, company does not have a policy on this issue. Detailed commitments can be seen in Appendix B. Information is current as of August 2022.

Individual Company Scores (continued)

| Company | Plant-Based Diversification | | Pig Welfare | Chicken Welfare |
|--|-----------------------------|--------|---------------------------|--------------------|
| Culver's | Tier 6 | | Tier 6 | Tier 6 |
| Dairy Queen | Tier 6 | | Tier 6 | Tier 6 |
| Darden Restaurants¹⁰ | Olive Garden | Tier 6 | Tier 5 🐷🕒 | Tier 6 |
| | Longhorn Steakhouse | Tier 6 | Tier 5 🐷🕒 | Tier 6 |
| | Red Lobster | Tier 6 | Tier 5 🐷🕒 | Tier 6 |
| Denny's | Tier 4 | | Tier 4 🐷🕒 | Tier 6 🐔⚠️ |
| Dine Brands | Applebee's | Tier 6 | Tier 4 ¹¹ 🐷✖️🕒 | Tier 6 |
| | IHOP | Tier 6 | Tier 4 🐷✖️🕒 | Tier 6 |
| Domino's | Tier 6 | | Tier 6 | Tier 6 |
| Five Guys | Tier 6 | | Tier 6 | Tier 6 |
| Golden Corral | Tier 6 | | Tier 6 | Tier 6 |
| In-N-Out | Tier 6 | | No pork on menu | No chicken on menu |
| Inspire Brands | Dunkin' | Tier 6 | Tier 6 🐷⚠️ | Tier 6 🐔⚠️ |
| | Sonic | Tier 6 | Tier 6 🐷⚠️ | Tier 6 🐔⚠️ |
| | Arby's | Tier 6 | Tier 6 🐷⚠️ | Tier 6 |
| | Buffalo Wild Wings | Tier 6 | Tier 6 | Tier 6 |
| | Jimmy John's | Tier 6 | Tier 6 | Tier 6 |

¹⁰ Darden Restaurants is also the parent company of six other chains which do not feature in NRN's 2021 top 50 restaurant rankings.

¹¹ Dine differentiates between percent crate-free and partial group housed in its reporting but does not have a goal to fully eliminate gestation crates.

Individual Company Scores (continued)

| Company | Plant-Based Diversification | | Pig Welfare | Chicken Welfare |
|---|-----------------------------|--------|----------------------------|---------------------------|
| Jack in the Box | Tier 6 | | Tier 6 🐷 ⚠️ | Tier 4 🐔 🚫 |
| Jersey Mike's | Tier 6 | | Tier 6 | Tier 6 |
| Little Caesars | Tier 6 | | Tier 6 | Tier 6 |
| McDonald's | Tier 6 | | Tier 4 🐷 ✖️ | Tier 5 |
| Outback Steakhouse | Tier 6 | | Tier 5 🐷 ✖️ 🚫 🐔 | Tier 6 |
| Panda Express | Tier 6 | | Tier 6 | Tier 6 |
| Panera Bread | Tier 4 | | Tier 4 🐷 ✖️ | Tier 4 🐔 ➡️ |
| Papa John's | Tier 6 | | Tier 5 🐷 ✖️ 🚫 🐔 | Tier 4 🐔 🚫 |
| Raising Cane's | Tier 6 | | No pork on menu | Tier 6 |
| Red Robin | Tier 5 | | Tier 5 🐷 ✖️ 🐔 | Tier 4 🐔 🚫 |
| Restaurant Brands International ¹² | Burger King | Tier 5 | Tier 4 ¹³ 🐷 🚫 🐔 | Tier 6 🐔 🚫 |
| | Popeyes | Tier 6 | Tier 4 🐷 🚫 🐔 | Tier 6 🐔 🚫 |
| Starbucks | Tier 3 | | Tier 4 ¹⁴ 🐷 ✖️ | Tier 4 🐔 🚫 |
| Subway | Tier 6 | | Tier 5 🐷 ✖️ 🚫 🐔 | Tier 4 🐔 🚫 |
| Texas Roadhouse | Tier 6 | | Tier 6 | Tier 6 |
| TGI Friday's | Tier 6 | | Tier 6 🐷 ⚠️ | Tier 4 🐔 🚫 |
| The Cheesecake Factory | Tier 5 🌿 | | Tier 2 | Tier 5 ¹⁵ 🐔 ➡️ |

12 RBI is also the parent company of Tim Hortons and Firehouse Subs which do not feature in NRN's 2021 top 50 restaurant rankings.

13 RBI has reported transitioning to group housing for pregnant sows in Europe and Africa, but no progress or deadline were reported for the US. Aim is to fully eliminate gestation crates with no deadline set for the US.

14 Since Quit Stalling 2021 was released, Starbucks updated its policy to reflect clearer timelines and goals, moving it up a tier although the chain's policy specifies group-housed pork only for sows that are confirmed pregnant. The chain has reported progress toward group housing in the past.

15 The Cheesecake Factory has a broiler welfare policy that covers most aspects of the BCC, but its deadline is 2025 instead of 2024, which led to the chain placing in a lower tier.

Individual Company Scores (continued)
























| Company | Plant-Based Diversification | | Pig Welfare | Chicken Welfare |
|---------------------------------|-----------------------------|---------------|------------------------|-----------------|
| Waffle House | <u>Tier 6</u> | | Tier 6 | Tier 6 |
| Wendy's | <u>Tier 6</u> | | Tier 4 🐷✘ | <u>Tier 6</u> |
| Whataburger | <u>Tier 6</u> | | Tier 6 | Tier 6 |
| Wingstop | <u>Tier 6</u> | | No pork on menu | Tier 6 |
| Yum! Brands¹⁷ | Taco Bell | Tier 4 | Tier 6 | <u>Tier 6</u> |
| | Pizza Hut | Tier 4 | Tier 6 | <u>Tier 6</u> |
| | KFC | Tier 4 | Tier 6 | <u>Tier 6</u> |
| Zaxby's | <u>Tier 6</u> | | Tier 6 | <u>Tier 6</u> |



¹⁶ Wendy's commitment only applies to confirmed pregnant sows, and the chain states it will adhere to fully crate-free standards only in specific States where all gestation crates are prohibited "to the extent applicable to [its] operations."

¹⁷ Yum! Brands is also the parent company of The Habit Burger Grill which does not feature in NRN's 2021 top 50 restaurant rankings.

Overview of Company Rankings

| | Plant-Based | Pig Welfare | Chicken Welfare |
|------------------------|---|---|--|
| Tier 1 | |  | |
| Tier 2 | |  | |
| Tier 3 |   | | |
| Tier 4 |      |          |         |
| Tier 5 |     |         |   |
| Tier 6 |               |       |                |
| Tier 6 (On all issues) |                          | | |

Conclusion

Most of the largest restaurant chains in the country are failing to invest in humane and sustainable food systems. Very few have taken meaningful steps to diversify the protein offerings on their menus and none have set clear meat reduction goals. Reducing meat procurement, and thus the number of farmed animals raised and killed each year, is an important component of making transitions to systems that are fully crate-free or aligned with the BCC easier. Currently, most of the chains are making minimal to no progress toward eliminating the worst practices endured by animals in their supply chains. About 80% of companies assessed have no meaningful chicken welfare policies while 96% lack meaningful pig welfare policies.

On chicken welfare, the companies that do score well based on their current commitments and targets are nevertheless failing to report on progress. This means that we currently have little to no evidence that these commitments are actually being implemented and impacting the lives of chickens, a concerning trend given the proximity of the BCC deadline.

On pig welfare, very few companies earn a ranking above Tier 4. Those companies in Tier 4 rely on weak policies that continue to confine pigs in conventional gestation crates for several weeks at a time. While some of these chains do state an aspiration to fully eliminate gestation crates, they do not have clear deadlines in place. Chipotle (Tier 1) and The Cheesecake Factory (Tier 2) provide evidence that meaningful transparency and continuous progress toward fully eliminating gestation crates are possible. All chains must eventually eliminate all forms of crates, including gestation and farrowing crates.

It is concerning to see many companies walk back or ignore prior commitments to chicken and pig welfare. When companies miss previously announced deadlines, they should communicate their challenges to customers, assert whatever progress has been made, and reaffirm their past commitments. Those that choose broken promises over transparency and accountability are failing customers and animals, and risk harming their reputation and credibility.

The plant-based sector continues to provide an opportunity for restaurants to create innovative menus that appeal to their customers and contribute to reducing their negative environmental and social impacts. But it is an opportunity few restaurants are fully embracing. Many companies that have tested new menu items for a limited time or in specific regions have not dedicated the resources needed to invest in their successful adoption. As the plant-based sector grows, as well as other innovations aiming to bring novel proteins to consumers, it is critical that restaurants not only make these products available but also speak to their customers about the benefits of choosing them when they dine at their establishments.

Recommendations

To advance on all issues evaluated, companies must:

- Position plant-based proteins as integral to achieving their broader sustainability goals;
- Invest in creating, adding, and promoting new plant-based menu items;
- Set a public commitment to reduce the amount of animal products purchased by 25% by 2030, using 2020 volumes as a baseline;
- Set a clear, time-bound goal by which 100% of the company's pork supply will come from producers that never use crates;
- Adopt or update their chicken welfare policy to align with the Better Chicken Commitment;
- Adopt benchmarks for measuring progress and report annually on progress toward meeting all public sourcing and sustainability commitments.

How You Can Help

[Take action today and sign World Animal Protection's petition](#) calling on the largest players in the food industry to do better for farmed animals by committing to reducing their procurement of animal products by 25% by 2030, while ensuring they eliminate the worst practices endured by animals from their supply chains.



Appendix A: Scoring Approach and Methodology

We assessed companies based on publicly available information published by the company (e.g. websites, corporate social responsibility reports, annual reports, menus, press releases, etc.). We focused on published information because we believe that transparency provides an important accountability mechanism for companies. Transparency also allows the public, investors, and other stakeholders to understand and evaluate the comparative performance of companies on the issues being assessed. We considered the most recent versions of company reports as valid information sources. In the summer of 2022, companies were notified of their initial assessments, received the detailed scoring methodology, and were given the opportunity to review their assessments for feedback before publication.

Plant-Based Diversification

For the purposes of this report, “protein diversification” is defined as investing in and expanding plant-based, cell-cultured, fungal-based, and whole-plant proteins, as well as plant-based cheese replacements, shifting away from an over-reliance on conventional, resource-intensive animal proteins sourced from cruel factory farms.

We define a plant-based product as a manufactured food item that does not contain any animal ingredients and is being used as a suitable, direct replacement for a main menu item that would conventionally contain animal products. A plant-based item can include a manufactured food product from well-known plant-based brands (such as Meatless Farm®, Tindle™, Hungry Planet®, Hooray Foods, TiNDLE chicken, and others), fully plant-based veggie or quinoa burgers, burritos, wraps, pizzas, or salads for which plant-based meats and/or plant-based cheese replacements are offered, and products developed in-house to directly replace animal products in meals. Side dishes (such as toast, vegetables, beans), appetizers, salads containing just vegetables,¹⁸ and French fries are excluded in this assessment.

Plant-based menu items must contain only plant-based ingredients to get full scores in the respective category on this scorecard. Partial points are given for items that feature a plant-based ingredient but include animal products as well.

The scoring was designed to encourage companies to move beyond limited tests of plant-based products, ensure they are permanently accessible to customers nationwide, and that they represent a significant portion of companies’ menu options. In addition, scoring emphasizes the need for companies to publicly highlight the social, ethical, or environmental benefits of protein diversification to ensure that these options are part of their broader sustainability goals. Most importantly restaurants should demonstrate their long-term commitment to plant-based diversification by announcing a public time-bound goal to increase their plant-based offerings and reduce their animal product (including meat, dairy, and eggs) procurement by a percentage based on absolute volumes.

¹⁸ Salads advertised as fully vegan that contain beans, or that plant-based proteins can be added to, were scored as plant-based items.

1. Number of plant-based menu items. (50 points available)

| Number of plant-based menu items | Points Awarded | Maximum points awarded if item(s) contain(s) by default animal ingredient(s) that should be omitted to create a fully plant-based dish (such as egg, mayonnaise, dairy cheese, or bacon), and/or if the restaurant charges extra to sub the animal product with a plant-based one. |
|--|----------------|--|
| 0 | 0 | N/A |
| 1 or more plant-based menu item(s) being tested/offered for a limited time and/or in select stores | 5 | 3 |
| 1 | 10 | 7 |
| 2 | 20 | 15 |
| 3 | 30 | 20 |
| 4 | 40 | 30 |
| 5 | 50 | 40 |

If most items are plant-based without any substitutions, full points were awarded.

- If company was testing a product and stopped offering it, 10 points were subtracted from overall score.
- If the restaurant offers a plant-based patty or ingredient as a replacement for animal ingredients in all its burgers or other dishes containing animal products, the company gets an additional five points.
- For restaurants serving breakfast, lunch, and/or dinner, all menus are considered, and score tallies items off all menus offered.

2. Recognition of co-benefits of protein diversification: Does the company highlight the environmental, animal welfare, or social benefits of protein diversification in public materials? (40 points available)

- Yes = 40 points.
- No = 0 points.

To get full points on this section, restaurants must publicly position their plant-based items as integral to broader sustainability goals, such as emissions reductions or crucial to meeting consumer demand for more sustainable and humane food options.

3. Presence of public time-bound commitments to reduce procurement of animal products by a percentage from a set baseline and/or increase the percentage of plant-based products from a set baseline on menu. (50 points available)

- Company has made a public time-bound commitment to reduce procurement of animal products by a percentage from a set baseline **and** increase the percentage of plant-based products from a set baseline on its menu = 50 points
 - If company has made a time-bound commitment to reduce procurement of animal products by a percentage but not a commitment to increase plant-based items on its menu = 40 points
 - If there is a commitment but it is not time-bound and/or does not specify specific percentage = 30 points
- Company has made a public time-bound commitment to increase percentage of plant-based products from a set baseline on its menu = 40 points
 - If there is a commitment but it is not time-bound and/or does not specify specific percentage = 30 points
- No commitments = 0 points

Companies were given points for each of the criteria above, then assigned a tier corresponding to the total number of points.

| Total Points Range | Tier | Description |
|--------------------|---------------------------------|--|
| 121-140 | Tier 1 (Leading on Progress) | 5+ plant-based menu options, benefits of plant-based acknowledged in CSR reporting, and public time-bound commitment to reducing the procurement of animal products and increasing plant-based proteins by specific percentages. |
| 100-120 | Tier 2 (Good Progress) | 3+ plant-based menu options, benefits of plant-based acknowledged in CSR reporting and a meaningful public commitment to procurement of animal/plant-based products. |
| 80-99 | Tier 3 (Making Progress) | 4+ plant-based menu options and public acknowledgement of the environmental benefits of plant-based products. |
| 60 - 79 | Tier 4 (Getting Started) | 0-4 plant-based menu options, some language referring to the benefits of plant-based or environmental impact of ingredients. May have ambition for plant-based increase without timeline or a clear percentage. |
| 40 - 59 | Tier 5 (Poor Progress) | 1-2 plant-based menu options, some language speaking to the benefits of plant-based, or 4-5 plant-based menu options but no language speaking to the benefits. No time-bound commitments to plant-based increase or meat reduction. |
| 0 - 39 | Tier 6 (Very Poor Progress) | Few or no permanent plant-based menu options, failing to commit to plant-based increase or meat reduction. |

Pig Welfare

We assessed companies on the presence or lack of public commitments to end the use of gestation crates in their supply chains. If commitments were made, we assessed the strength of the commitment language, and the companies’ progress toward achieving them.

Sow welfare commitments were evaluated against the criteria of the FARMS’ initiative Responsible Minimum Standards for pigs, focusing on space requirements and compliance and transparency. A meaningful and robust public commitment to eliminate the use of gestation crates for breeding sows in company supply chains must:

- Apply to 100% of the company’s pork meat purchases;
- Clearly state that all suppliers will be required to fully eliminate the use of gestation crates under the policy;
- State a clear timeframe for full implementation; and
- Have established structures for suppliers to be audited regularly and penalized for noncompliance.

Many companies are currently relying on misleading terminology and language that could lead customers to believe they are working toward ending the use of gestation crates entirely when that may not be the actual case. Policies relying solely on terms such as “group housing,” or “open housing” or commitments that apply only to “pregnant pigs,” “pigs during pregnancy,” or “gestating sows” can all refer to systems that confine sows in traditional gestation crates for as long as six to seven weeks until they are confirmed to be pregnant. This hardly meets consumer expectations of gestation crate-free supply.

In conventional systems, when a pig is used for breeding, she is put into a gestation crate where she is artificially inseminated. She is confined to this same tiny stall, monitored by workers to confirm her pregnancy, and remains in this crate for the roughly 114 days until she is moved to a different crate to give birth.

Policies that only require suppliers to utilize group housing systems or only apply to housing for pregnant pigs can mean that pigs used for breeding are still confined to gestation crates for artificial insemination and up until they are confirmed pregnant, at which time they are moved to a group pen with other pregnant sows. These sows endure up to seven weeks of confinement. That is why we ask companies to clearly state in their policies that their goal is to fully eliminate gestation crates from their supply chains by a clear deadline.

In fully gestation crate-free systems, sows may still be separated and individually housed for artificial insemination and a short period of time following to monitor their health and better ensure viable pregnancies. But this individual housing cannot be a traditional gestation crate and must provide each sow with sufficient space to turn around and lie down comfortably without touching the sides of their enclosure and have enrichment such as bedding.

Depending on the presence and strength of a commitment, transparency, and progress toward achieving it, companies fell under six broad categories, detailed below.

| Tier | Description |
|---------------------------------|---|
| Tier 1 (Leading on Progress) | Public commitment to source only pork products from suppliers that have eliminated gestation crates by a target date, 100% of pork purchases comply with this sourcing policy. |
| Tier 2 (Good Progress) | Public commitment to source only pork products from suppliers that have eliminated gestation crates by a target date, significant progress reported. |
| Tier 3 (Making Progress) | Public commitment to source only pork products from suppliers that have eliminated gestation by a target date, regular affirmation of policy in public reports, some progress reported. |
| Tier 4 (Getting Started) | Public commitment only refers to partial group housing and reporting on partial group housing with continued use of gestation crates. If still stating a goal to fully eliminate gestation crates, failing to set a deadline for full implementation in the US. |
| Tier 5 (Poor Progress) | Weak or vague language regarding pig housing practices in supply chain, such as: “preference” for suppliers with partial group housing, failing to set a goal or deadline for full implementation, ¹⁹ and not clearly stating that full elimination of crates is the goal. |
| Tier 6 (Very Poor Progress) | No official policy addressing the welfare of pigs in supply chain. |

Ideally, companies must set policies that prohibit the use of gestation and farrowing crates entirely and require that all pigs be provided housing that allows them to engage with one another, have sufficient space to turn around and rest comfortably, and access bedding materials, such as straw.

Chicken Welfare

The methodology used for the broiler welfare assessment is the same as the one developed for World Animal Protection’s global report, *The Pecking Order 2022 (TPO)*. TPO assesses iconic fast-food brands and food service companies on their approach to dealing with the welfare of chickens in their supply chains. TPO began in 2019 as an assessment of how global fast-food brands were dealing with chicken welfare throughout their global supply chains. For TPO 2022 it has evolved into a localized approach, evaluating how international and national fast-food brands and food service companies are making broiler chicken welfare commitments within individual markets and reporting on their progress in implementing those commitments. [The Pecking Order 2022 Global Methodology document](#) provides detailed information on the purpose of the TPO benchmark, assessment criteria, approach and scoring system. It should be read in conjunction with this scorecard. Seven

¹⁹ Some chains in Tier 5 may be disclosing their percentage of pigs raised in group housing but do not have clear language committing to achieving 100% group-housed or crate-free supply.

of the companies included in Moving the Menu (McDonald’s, Starbucks, Burger King, Pizza Hut, KFC, Domino’s, and Subway) are featured in The Pecking Order 2022. These companies’ assessments were conducted by an independent consultancy, Chronos Sustainability Ltd. Their US scores were then incorporated into this wider Moving the Menu scorecard. For the remaining 43 companies assessed, the same methodology was applied to evaluate them on chicken welfare in the US.

The criteria for assessment on chicken welfare is based on the Better Chicken Commitment (BCC), a set minimum requirements for raising chickens that seeks to improve conditions for animals. The specific asks of the BCC provide a clear and consistent set of time-bound improvements that focus on the breed of chicken, stocking density, environmental enrichments, processing methods, and demonstrated compliance with third-party auditing.

TPO has thirteen questions organized under two pillars, with seven questions in the first pillar and six questions in the second. Each question focuses on a specific attribute of the BCC to improve chicken welfare. The pillars are reflected below:

- **Pillar 1: Commitments & Targets**

Questions focus on published time-bound commitments to improve chicken welfare. The score in Pillar 1 reflects the scope and completeness of a company’s commitment to the specific criteria outlined in the BCC.

- **Pillar 2: Performance Reporting**

Questions focus on reporting of progress against published commitments. The score in Pillar 2 reflects the extent to which a company has implemented its commitments in relation to the BCC criteria.

Each company receives a pillar percentage score, which combine, with equal weighting, for an overall percentage score. Scores are also translated into Tiers as shown in the table below.

| Percentage Bands | Tier | Description |
|------------------|---------------------------------|--|
| 86-100% | Tier 1 (Leading on Progress) | Public commitment to source only chicken from suppliers that have met requirements in line with the Better Chicken Commitment (BCC), 100% of chicken purchases comply with this sourcing policy. |
| 76-85% | Tier 2 (Good Progress) | Public commitment to source only chicken from suppliers that have met requirements in line with the BCC, significant progress reported. |
| 60-75% | Tier 3 (Making Progress) | Public commitment in line with the BCC, some initial progress reported. |
| 50-59% | Tier 4 (Getting Started) | Public commitment, but no or minimal progress reported and/or the commitment is lacking one or more aspects of the BCC. |
| 26-49% | Tier 5 (Poor Progress) | Weak or vague language regarding chicken welfare practices in supply chain. Policy is not in line with the BCC or is lacking key elements such as not meeting the BCC timeline. |
| 0-25% | Tier 6 (Very Poor Progress) | No official policy or a very weak or vague policy covering broiler chickens in supply chain. |

Refer to The Pecking Order 2022 Global Methodology for a full list of the evaluation criteria, including questions, and detailed system for awarding points.

Appendix B: Breakdown of Company Assessments

Companies are listed alphabetically. Information is current as of August 2022.

Companies with no chicken welfare policies received 0/35 points on commitment and 0/30 points on reporting for their chicken welfare assessments (for a total percentage score of 0%).

Bojangles:

- No plant-based menu options.
- Animal welfare statement does not refer to breeding pigs and chicken welfare language is vague and does not constitute a policy: “we support and encourage improving the lives of poultry raised for human consumption.”

Checkers & Rally’s

- No plant-based menu options.
- No animal-welfare policies in any public-facing materials.

Note that Krispy Kreme, ranked number 50 by NRN was not included in this assessment, and was replaced with Checkers and Rally’s, ranked number 51.

Chick-fil-A

- No plant-based menu options.
- Broiler chicken welfare policy does not meet BCC requirements:
 - Commitment: 8/35 points
 - Reporting: 0/30 points
 - Total Percentage Score: 11%
- No pig welfare policy in any public-facing materials.

Chili’s

- No plant-based menu options.
- Pig welfare policy removed from public-facing materials citing supply chain issues. Parent company Brinker’s CSR report states: “Our previously set goals also included sourcing only gestation-crate-free pork by 2025. A significant source of such product is not yet available, and we expect to adjust and refine our goal as we work with our suppliers on evaluating best practices and availability for the industry.”
- Parent company Brinker’s broiler chicken welfare policy does not meet BCC requirements:
 - Commitment: 5/35 points
 - Reporting: 0/30 points
 - Total Percentage Score: 7%

Chipotle

- Plant-based (80 points)
 - Seven plant-based menu options (Burrito, Tacos, Burrito bowl, Salad, and Quesadilla [digital only] topped with Sofritas, Vegan Bowl, Vegetarian bowl with vegan dressing)= 50 points.
 - 10 points subtracted for testing and discontinuing plant-based chorizo.
 - 40 points on question 2 for:
 - Offering customers the opportunity to calculate the environmental footprint of their order comparing the chain's sourcing standards to conventional industry standards, which enables diners to see that plant-based ingredients are associated with lower carbon emissions;
 - Stating in a press release that: "Since introducing Sofritas five years ago, Chipotle has provided flavorful options for every lifestyle, while simultaneously doing something good for the planet."
 - Investing in a plant-based food company, called Meati, stating: "We are excited to support new ways to bring vegetables to the center of the plate through plant-based alternative protein options that mirror Chipotle's Food With Integrity standards [...] Meati is producing responsibly grown plant-based protein that tastes delicious."
- Pig welfare commitment refers to achieving full elimination of gestation crates: "In 2021, 100% of our pork came from suppliers meeting our animal welfare standards, meaning they do not use gestation and farrowing crates, routine tail docking, or teeth clipping, and are raised outdoors in bedded barns."
- Broiler chicken welfare policy aligned with the BCC but lacking commitment to third-party auditing of broiler welfare to the standards that align with the BCC. Reporting some initial progress:
 - Commitment: 30/35 points
 - Reporting: 6/30 points
 - Total Percentage Score: 53%

CKE Restaurants (Carl's Jr. and Hardee's)

- Plant-based:
 - Carl's Jr. (52 points)
 - The chain permanently offers the Beyond Famous Star made with the Beyond Meat patty =12 points [7 points (because item requires removing cheese and mayo) + 5 points for offering the patty as a substitute on all burgers.]²⁰
 - The chain highlights that "When compared to a 3.7oz 80/20 beef burger, the Beyond Burger has more protein and iron, with less saturated and total fat." In 2021 and 2022, in celebration of Earth Day, the chain offered free Beyond Burgers at an LA location stating that: "This Earth Day initiative increases accessibility to a variety of delicious, nutritious and sustainable offerings that Carl's Jr. fans will love." = 40 points on question 2.
 - Hardee's (- 10 points)
 - No plant-based menu options. 10 points subtracted for introducing plant-based items that were then discontinued.
- No animal-welfare policies in any public-facing materials. Parent company CKE had committed to eliminating gestation crates in its supply chain but commitment is not publicly available, had never been reaffirmed, and no progress has ever been reported.

²⁰ No points were subtracted for the brand offering the Double Beyond™ Wraptor Burger for a limited time since the Beyond Patty remains on its menu.

Cracker Barrel

- Plant-based (7 points)
 - Impossible™ sausage offered nationwide as a protein option with the “Build Your Own Homestyle Breakfast format.” = 7 points on question 1 because dish is not fully plant-based.
- Pig welfare statement is vague and does not specify a goal to fully eliminate gestation crates: “Cracker Barrel gives purchasing preference to suppliers who have gestation stall-free pork available.” Company specifies that in 2020 and 2021, the “Percentage of pork sows raised in group housing for the majority of the gestation cycle” was 35 and 31% respectively.
- No broiler chicken welfare policy in any public-facing materials.

Culver’s

- No plant-based menu options.
- No animal-welfare policies in any public-facing materials.

Dairy Queen

- Plant-based (10 points)
 - Non-dairy Dilly Bars is the only plant-based menu item.
- Broiler chicken welfare policy does not meet BCC requirements:
 - Commitment: 8/35 points
 - Reporting: 0/30 points
 - Total Percentage Score: 11%
- No pig welfare policy in any public facing materials.

Darden Restaurants (Olive Garden, Longhorn Steakhouse, and Red Lobster)

- No plant-based menu options at Olive Garden, Longhorn Steakhouse, or Red Lobster.
- Pig welfare commitment previously stated “a goal to source only gestation-crate free pork by 2025.” The company cites several roadblocks to achieving its original commitment and states it is “evaluating a feasible timeline for achieving 100% open pen/group housing in [its] pork supply” while disclosing that 33% of its pork is “sourced from suppliers that allow pregnant sows to live in groups for at least part of their pregnancy. Darden asserts that its “goal [is to] eventually [reach] a supply chain 100% free of gestation crates and will provide updates on an annual basis” but does not set a deadline for achieving this.
- Broiler chicken welfare policy does not meet BCC requirements:
 - Commitment: 5/35 points
 - Reporting: 0/30 points
 - Total Percentage Score: 7%

Denny’s

- Offers the Beyond Burger patty as an option on its “Build Your Own Burger” (7 points because item costs more than conventional meat patty.)
 - Denny’s states “With the growing concern of food insecurities and climate change, we have been working to expand our menu to include additional plant-based items.” (40 points on question 2.)
 - Denny’s also commits to “Introduce at least one new plant-based food item on the menu” by 2023. (30 points on question 3.)

- Original pig welfare commitment from 2012 stated goal to fully eliminate gestation crates. Denny's is now reporting that "32% of pork products served in [its] restaurants was sourced from suppliers that at least do not house "confirmed" pregnant sows in gestation crates" and admits it has "further to go (since Denny's goal has been to eliminate gestation crates and use pork from suppliers which don't house sows in them.)" The chain aims to "progress to 100% gestation crate-free pork supply over time. As a next step, Denny's will work to create an action plan for reaching that goal, which we aim to publish by the end of 2022. We will also provide annual updates and remain focused on promoting responsible sourcing." Denny's however does not set a deadline to achieve 100% partial group housing or fully gestation crate-free supply.
- Denny's original BCC commitment has been removed from its website, and its current language only references a goal to transition to higher welfare breeds by 2026, only one of the tenets of the BCC:
 - Commitment: 8/35 points
 - Reporting: 0/30 points
 - Total Percentage Score: 11%

Dine Brands (Applebee's and IHOP)

- No plant-based menu options at Applebee's or IHOP.
- Pig welfare: Dine Brands committed to fully eliminating gestation crates from its supply chain in 2013. The chain has weakened its policy since only requiring that "suppliers use group housing systems" which can still leave pigs confined to gestation crates for long periods of times. The chain claims "pork suppliers across the industry did not evolve as expected and it became apparent that it was not feasible to achieve this goal [of eliminating the use of gestation crates from our pork supply chain by 2020] because of the limited supply of pork raised this way and the industry's move towards sow group housing systems." The chain differentiates between percent crate-free and percent partial group housing in its progress reporting but does not have a goal to fully eliminate gestation crates. The chain reports that "As of December 2021, 45% of the pork supply comes from suppliers who use group housing systems, though not all pigs from these suppliers are raised in a group housing setting due to the variations in practices at individual farms." Only 14% of the chain's supply is raised gestation crate-free, and that number is part of the group housing number meaning that 55% of the chain's supply still utilizes conventional gestation crates in all stages of the production cycle.
- No broiler chicken welfare policy in any public-facing materials.

Domino's

- No plant-based menu options.
- No mention of chicken or pig welfare in animal welfare policy.

Five Guys

- No plant-based menu options.
- No animal welfare policies in any public-facing materials.

Golden Corral

- No plant-based menu options.
- No animal welfare policies in any public-facing materials.

In-N-Out

- No plant-based menu options.
- No chicken or pork on menu so not scored on these issues, although the chain has no animal welfare policies in any public facing materials.

Inspire Brands (Dunkin', Sonic, Arby's, Buffalo Wild Wings, and Jimmy John's)

- Plant-Based:
 - Dunkin' (-10 points)
 - No plant-based menu options. 10 points subtracted for offering then discontinuing the Beyond Sausage Breakfast Sandwich.
 - No plant-based menu options at Sonic, Arby's, or Jimmy John's.
 - Buffalo Wild Wings (7 points)
 - The chain offers the Southwest Black Bean Burger, which needs to be ordered without the cheese or ranch to be fully plant-based.
 - No other plant-based menu options.
- Pig welfare:
 - No pig welfare policy in any of Inspire Brands' public-facing materials.
 - Dunkin', Sonic, and Arby's have removed all references to pig welfare commitments from their public-facing materials. Last year, Sonic and Dunkin's' meaningful commitments could be viewed on their websites, while Arby's had removed its original commitment from its public materials. Commitment language is since absent from all three company resources.²¹
- Chicken welfare:
 - No broiler chicken welfare policy in any of Inspire Brands' public-facing materials.
 - Dunkin' and Sonic adopted the Better Chicken Commitment in 2017 but their original commitment language is absent from recent company resources.

Jack in the Box

- Plant-based (-10 points)
 - 10 points subtracted for offering then discontinuing the Impossible™ burger patty in select locations for a limited time.
 - No plant-based menu options.
- Jack in the Box's original pig welfare commitment from 2012, which was weakened last year, can no longer be found in the chain's public-facing materials.
- Broiler chicken welfare policy is aligned with the BCC but no progress reporting:
 - Commitment: 35/35 points
 - Reporting: 0/30 points
 - Total Percentage Score: 50%

Jersey Mike's

- No plant-based menu options.
- No animal welfare policies in any public-facing materials.

Little Caesars

- No plant-based menu options. 10 points subtracted for testing and discontinuing plant-based sausage.
- No animal welfare policies in any public-facing materials.

²¹ Although Dunkin Brands' animal welfare commitments can still be seen in this public-facing document that can be accessed through a Google search, no evidence points to these policies being current or reasserted.

McDonald's

- Plant-based (7 points)
 - Offering the McPlant at select locations for a limited time, which needs to be ordered without the cheese or mayo to be fully plant-based.
- Pig welfare policy is weak in that it does not specify a goal to fully eliminate gestation crates: "In the U.S., we're working with pork suppliers to phase out the use of gestation stalls (small, enclosed pens) for housing pregnant sows by the end of 2024. "The chain is reporting that "More than 61% of [its] pork purchased in the U.S comes from suppliers that have phased out the use of gestation stalls for housing confirmed pregnant sows. [...] We expect to reach 85-90% of our target by the end of 2022." The chain still allows the use of gestation crates in its supply chain.
- Broiler chicken welfare policy does not meet BCC requirements:
 - Commitment: 11/35 points
 - Reporting: 7/30 points
 - Total Percentage Score: 27%

Outback Steakhouse

- No plant-based menu options.
- Pig welfare policy is vague, only refers to group housing, and does not set a deadline for implementation: "Working with suppliers to implement group housing systems for all pork products."
- No broiler chicken welfare policy in any public-facing materials.

Panda Express

- No plant-based menu options, although the chain has tested several plant-based products. Note that Panda Express announced in September 2022 they were offering the plant-based Beyond The Original Orange Chicken (BTOOC) nationwide for a limited time. We did not update the company's scoring accordingly since the news came after assessments were already complete.
- No animal welfare policies in any public-facing materials.

Panera Bread

- Plant-based (70 points)
 - No plant-based menu options.
 - Panera acknowledges guests' preferences for plant-based options: "We also recognize growing consumer demand for plant-based options, whether it be for health, environmental or animal welfare benefits. We continue to expand the number of plant-forward options on our menu to provide guests with more choices to eat how they want to eat."
 - Panera recognizes "the outsized role agriculture and food production play in global emissions and the responsibility food companies have to reduce their impact" and that "Food systems account for over 30 percent of global greenhouse gas (GHG) emissions, and we are taking steps to reduce our carbon footprint." The chain states that 60% of its entrees can be customized to be vegan or vegetarian under its key achievements toward becoming climate positive. Although the chain scores 40 points on question 2, it can do more to explicitly acknowledge the benefits of plant-based foods for emissions reductions, and should add plant-based options, per this scorecard's definition, to its menu.
 - Panera states that "As more of our guests ask for plant-based options, we work to develop more menu items that are vegan, vegetarian or can be easily customized to be so [...] We expect to refine and launch plant-based items nationally in the coming years." (30 points on question 3.)

- Panera's original pig welfare commitment from 2012 specified a goal to transition to using 100 % gestation crate-free pigs for its pork products. Currently, Panera reports that "100% of pork products are sourced from [...] sows raised in group housing once pregnancy is confirmed", however its current language and animal welfare policy do not specify a clear time-bound goal to fully eliminate gestation crates. Sows could still be confined to gestation crates for long periods of times in Panera's supply chain.
- Broiler chicken welfare policy is aligned with the BCC. Reporting some progress:
 - Commitment: 35/35 points
 - Reporting: 5/30 points
 - Total Percentage Score: 58%

Papa John's

- No plant-based menu options.
- The chain announced in 2013 a plan to "have significant movement to alternative housing by 2022" for pregnant pigs. The chain's original statement is vague, no progress has been reported, and supply chains issues are now being cited as challenges to implementation: "Over the past decade, restaurant companies across the industry announced commitments related to alternative housing for sows (pregnant pigs) and housing conditions for broiler chickens. At the time, Papa Johns aligned with these commitments with the expectation that the pork and chicken industries would also move in this direction. However, the industries have not developed as expected. [...] We will continue our ongoing efforts to source pork and chicken that is raised and processed in accordance with our Corporate Animal Welfare Policy. We will continue working with our suppliers to identify— and encourage the creation of—more sources of pork raised in alternative housing options and chicken that aligns with the Better Chicken Commitment. Ultimately, our aim is to ensure our strategy moving forward is aligned both with the evolution of the pork and chicken supply industries and with best practices for animal care, while also being commercially viable."
- Adopted broiler chicken welfare policy aligned with the BCC, which can still be viewed on the company website. No progress has been reported, and per the above statement, the chain may be walking away from both its pig and broiler welfare policies.
 - Commitment: 35/35 points
 - Reporting: 0/30 points
 - Total Percentage Score: 50%

Raising Cane's

- No plant-based menu options.
- No broiler chicken welfare policy in any public-facing materials.
- Not scored on pig welfare, no pork on menu.

Red Robin

- Plant-based (65 points)
 - Offers the Veggie Burger and Impossible™ Cheeseburger, both of which need to be ordered without the cheese and garlic aioli/mayo and on a "Tavern" or "Lettuce Bun" instead of the "Sesame Bun" to be fully plant-based, and the Keep It Simple with a Veggie Patty (20 points.)
 - Can sub the Impossible™ patty on any burger (+5 points.)
 - The chain states in its 2021 Sustainability report: "We understand our Guests' preferences and provide high-quality burgers and sustainable alternatives" and a goal to "Offer quality burgers and a variety of alternative protein options based on consumer preferences and environmental impact." (40 points on question 2.)

- Pig welfare language only states “Our current sources for pork is 100% raised domestically with 33% raised in group housing of sows and away from the use of gestation crates” without a clear goal to achieve 100% partial group housed or fully gestation crate-free supply.
- Broiler chicken welfare policy is aligned with the BCC but no progress reporting:
 - Commitment: 35/35 points
 - Reporting: 0/30 points
 - Total percentage score: 50%

Restaurant Brands International (Burger King and Popeyes)

- Plant-based
 - Burger King (47 points)
 - Offers the Impossible™ Whopper, which has to be ordered with no mayo to be fully plant-based = 7 points.
 - RBI states on its website “We are providing guests with more options on climate friendly food in our restaurants. As delicious as the classics, [...] the Impossible™ and Rebel Whopper patties are made from plant-based ingredients. [...] Though Burger King has not calculated the footprint of our plant-based burgers, our partners at Impossible™ Foods have calculated that compared to a beef burger, their burgers use 96% less land and generate 89% fewer GHG emissions. [...] The plant-based Whopper patties [...] are [...] great ways you can continue to enjoy your favorite burger while knowing Burger King is working hard to balance that great taste with potentially lower future climate impacts.” = 40 points on question 2.
 - Although RBI states “We know that our guests are increasingly exploring plant-based foods. Our brands are responding by introducing more menu options – including plant-based protein and dairy alternatives”, Popeyes offers no plant-based menu options in the US.
- Pig welfare commitment states a goal to “Eliminate the use of gestation crates for housing pregnant sows in our supply chain globally. We have achieved compliance in our European and African markets and plan to follow in the US, Canada, Australia and New Zealand in the near future, covering 93% of our global pork volumes. The remaining 7% will be will be compliant in Latin America by 2025, in Russia & CIS by 2030 and in Asia Pacific by 2035 or sooner.” RBI is “also working towards eliminating the use of gestation crates for non-pregnant sows in [its] supply chain, starting by committing to achieve this in our European markeys by 2030 or sooner.” No progress has been reported for the US and no clear deadlines are stated to eliminate gestation crates for pregnant pigs and non-pregnant pigs in the US, although goals are mentioned.
- Burger King and Popeyes previously adopted the BCC but RBI has since significantly weakened its policy language, likely walking back on its commitment, which now does not align with the BCC. The company has never reported progress toward achieving its original commitment:
 - Commitment: 6/35 points
 - Reporting: 0/30 points
 - Total percentage score: 9%

Starbucks

- Plant-based (86 points)
 - Serves the vegetarian Impossible™ Breakfast Sandwich (7 points because not fully plant-based) and the Chickpea Bites & Avocado Protein Box (10 points) = 17 points on question 1.
 - As part of its strategy to reduce its, carbon footprint by half by 2030, Starbucks states it is “Expanding plant-based menu options.” The chain outlines that “The now confirmed 2030 goals will not only reduce the company’s environmental impact but also strengthen the entire supply chain from agriculture practices, to how stores are powered, and an environmentally friendly menu.” = 40 points on question 2 + 30 points on question 3.

- Broiler chicken welfare policy is aligned with the BCC but no progress reporting:
 - Commitment: 35/35 points
 - Reporting: 0/30 points
 - Total percentage score: 50%
- Pig welfare policy refers to “phasing out the excessive use of gestation stalls for the sows (mother pig) in our supply chain by 2030. The company defines “excessive use of gestation stalls” to “include stalls where gestating sows do not have the ability to turn around [...] To reach our goal of phasing out the excessive use of gestation stalls, we will specify 100% “group housed” pork as a requirement of our pork suppliers in the U.S. and Canada and take steps to ensure a “group housed” pork supply by 2024. We expect to demonstrate meaningful progress towards this goal in 2023. Group housing will significantly reduce a sow’s time in a gestation stall.”

Subway

- Plant-based (- 3 points)
 - Offers the Veggie Patty at certain locations in the US = 7 points.
 - 10 points subtracted for trialing and discontinuing plant-based meatballs.
- Originally committed in 2012 to eliminate gestation crates for pregnant pigs by 2022.²² The chain has weakened its policy stating it supports “sow husbandry and housing approaches that create improved animal welfare outcomes” while it “aspire[s] to have a pork supply chain that is considerate of animal welfare concerns relating to gestation and farrowing crates”. The chain’s current language does not specify full elimination of gestation crates and no progress has been reported to date in the US.
- Broiler chicken welfare policy is aligned with the BCC but no progress reporting:
 - Commitment: 35/35 points
 - Reporting: 0/30 points
 - Total percentage score: 50%

Texas Roadhouse

- No plant-based menu options.
- No meaningful animal welfare commitments in public-facing materials.

TGI Friday’s

- Plant-based (7 points)
 - Offers the Beyond Meat Cheeseburger which must be ordered without the cheese and on a regular or Challah bun to be fully plant-based.
- The chain committed in 2013 to “only purchase pork from suppliers that can demonstrate documented plans to end their use of gestation crates for breeding sows” but the policy language has been removed from current company resources.
- Broiler chicken welfare policy is aligned with the BCC but no progress reporting:
 - Commitment: 35/35 points
 - Reporting: 0/30 points
 - Total percentage score: 50%

²² Subway’s commitment is considered weak per our methodology, as it does not specify full elimination of gestation crates.

The Cheesecake Factory

- Plant-based (40 points)
 - Offers the fully plant-based Impossible™ Burger on its main menu and another version on its SkinnyLicious® Menu (the mayo on which needs to be removed), the Vegan Cobb salad,²³ and a Veggie Burger (which needs to be ordered without cheese or aioli to be fully plant-based) = 40 points
- Pig welfare policy specifies and reasserts time-bound goal to fully eliminate gestation crates. The chain is “on the path to eliminating gestation crates [...] We are working to reach 100% compliance for gestation crate-free as soon as possible.” The company reports that: “While only 29% of our pork supply in 2021 was housed in gestation crates for less than 28 days, we have begun a unique partnership with our key suppliers which is designed to facilitate significant progress by the end of 2022. We are committed to sourcing pork that is raised in alignment with CA Prop 12 standards that specifically prohibit animals from being confined in a manner that prevents lying down, standing up, fully extending limbs, or turning around freely and prohibits confining a breeding pig with less than 24 square feet of usable floorspace per pig. In partnership with our suppliers, we have reinforced our commitments to sourcing gestation-crate-free pork and are striving to transitioning 75% of our pork supply to crate-free by the end of 2022.”
- Broiler chicken welfare policy is mostly aligned with the BCC, except:
 - Deadline of 2025 which does not align with the BCC deadline;
 - Lacking commitment to third-party auditing of broiler welfare to the standards that align with the BCC;
 - Statement and reporting on “Purchasing broiler chickens raised without the use of fast-growing practices or breeds” is not in alignment with breed requirement of the BCC;
 - Reporting some initial progress:
 - Commitment: 10/35 points
 - Reporting: 7/30 points
 - Total percentage score: 26%

Waffle House

- No plant-based menu options.
- No animal welfare policies in any public-facing materials.

Wendy’s

- No plant-based menu options. 10 points subtracted for testing and discontinuing plant-based black bean burger.
- Pig welfare:
 - Broader commitment only applies to confirmed pregnant pigs: “In 2012, Wendy’s announced a 10-year goal to transition our supply chain for pork [...] away from individual sow gestation stalls (an individual enclosure) in favor of open pen/group housing for confirmed pregnant sows [...]. With the goal year fast approaching, we wanted to re-affirm our commitment and confirm that we are on track to complete this transition in our supply chain by the end of 2022.”
 - “By the end of 2022, we expect that all of our bacon and sausage will come from pigs that have been kept in open pen/group housing, not in gestation stalls during pregnancy, consistent with the State of Ohio’s guidance and our previously announced commitment. As described above, the sows will be individually housed during breeding and housed with their piglets during farrowing. We expect we will start 2022 with about 10% of our bacon and sausage sourced this way, moving to 100% by year-end, consistent with the requirements that we built into our pork supply contracts that went into effect in 2021.”
 - The company claims it will adhere to stricter Prop 12 standards for California “to the extent applicable to [its] operations [...] For example, in 2022, a new standard will take effect in the State of California that requires at least

²³ Since the chain offers both a Vegan Cobb and regular Cobb salad, points were awarded for the Vegan Cobb.

24 feet of space per pig and does not allow the animals to be individually housed while they are being bred before pregnancy is confirmed. [...] We are on track to source our bacon for California from suppliers who meet this more restrictive standard starting in 2022.”

- Broiler chicken welfare policy does not meet BCC requirements:
 - Commitment: 5/35 points
 - Reporting: 0/30 points
 - Total Percentage Score: 7%

Whataburger

- No plant-based menu options.
- No animal welfare policies in any public-facing materials.

Wingstop

- No plant-based menu options.
- No broiler chicken welfare policy in any public-facing materials.
- Not scored on pig welfare, no pork on menu.

Yum! Brands (KFC, Pizza Hut, and Taco Bell):

- Plant-Based:
 - Yum! Brands’ plant-based statements earned KFC, Taco Bell, and Pizza Hut 70 points each on plant-based section (40 points on question 2 and 30 points on question 3):
 - “In 2021, we announced a global strategic partnership with Beyond Meat, Inc. Through this partnership, we’re leveraging our brands’ industry-leading research and development capabilities to co-create new plant-based protein menu items.”
 - “An additional source of emissions reduction will be the continued expansion of plant-based protein on our menus. We continue to innovate around Taco Bell’s plant-based beef alternative products in the U.S. Pizza Hut’s plant-based toppings and KFC’s chicken substitutes.”
 - “Plant-based eating is here to stay. From diners who choose exclusively vegan and vegetarian options, to flexitarians who enjoy a meat-free meal every now and then, KFC, Pizza Hut, Taco Bell and The Habit Burger Grill are responding to today’s preferences with menu items for everyone. The proof of our commitment is clear in our global strategic partnership with Beyond Meat, Inc.”
 - KFC (60 points)
 - 70 points for Yum! Brands statements above.
 - No plant-based menu options.
 - Subtracted 10 points for trialing and discontinuing the Beyond® Fried Chicken.
 - Pizza Hut (60 points)
 - 70 points for Yum! Brands statements above.
 - No plant-based menu options.
 - Subtracted 10 points for trialing and discontinuing Beyond Meat® pizza.
 - Taco Bell (60 points)
 - 70 points for Yum! Brands statements above.
 - Although Taco Bell has vegetarian dishes that can be made fully plant-based through eliminations and substitutions, they don’t offer a plant-based protein alternative that can replace animal products

in their core menu and did not score points for menu items containing just beans.

- 10 points subtracted for trialing and discontinuing plant-based beef taco.
 - Note that Taco Bell announced in September 2022 they were testing plant-based meat options in select locations. We did not update the company's scoring accordingly since the news came after assessments were already complete.
- Pig welfare: Yum! Brands' Global Animal Welfare Policy, which covers all three brands, does not mention the welfare of pigs in its supply chain. Note that KFC does not serve pork on its menu.
 - Chicken welfare: Yum! Brands' Global Animal Welfare Policy includes broiler chickens: Yum! "established a welfare program in 2002 for broiler welfare, which covers seven parts of the production cycle, and is designed for global use." The commitment however does not align with the BCC requirements. Pizza Hut, KFC, and Taco Bell are all owned by Yum! Brands Inc and are covered by Yum! Brands Global Animal Welfare Policy (2021). KFC's Chicken Welfare Policy US does not align with the BCC and reporting against elements of its policy is vague. The below scoring applies to all three chains:
 - Commitment: 5/35 points
 - Reporting: 0/30 points
 - Total Percentage Score: 7%

Zaxby's

- No plant-based menu options.
- No meaningful animal welfare policies in any public-facing materials.



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