

The Pecking Order 2025



Country Executive Summaries

In association with:



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The Pecking Order 2025: Czech Republic

The Pecking Order (TPO) is an international ranking of restaurant chains and food companies based on the welfare conditions of chickens raised for meat. It focuses on the level of implementation of the European Chicken Commitment (ECC) standards and ranks companies according to their scores.

The aim of the project is to increase transparency in the food and catering sector and to show which companies are taking concrete steps to improve animal welfare in their supply chains.

In 2025, 27 companies operating in seven European countries—France, Sweden, Denmark, Italy, Poland, Romania, and the Czech Republic—were evaluated as part of the TPO.



Methodology

The TPO assessment is based on the requirements of the European Chicken Commitment (ECC) – a commitment by retail chains, restaurants, and food companies that defines minimum standards for responsible chicken farming according to current scientific knowledge.

The main criteria include:

- the use of breeds with increased welfare,
- lower stocking density,
- enrichment of the environment and access to natural light,
- more humane slaughter,
- independent audits verifying compliance with standards.

Each company is evaluated in two areas:

1. **commitments and goals** - assessing whether the company has a publicly stated plan to improve chicken welfare,
2. **performance reporting** - monitoring the extent to which companies transparently report on progress and results.

The assessment is based on publicly available information, with results expressed as a percentage (0-100%) and a grade (1-6).

Key findings

- Czech companies still lag significantly behind their French, Swedish, and Danish counterparts.
- The average rating of Czech restaurant chains is 23%, which represents a slight improvement over last year (19%).
- The main problem remains the lack of published data on the fulfillment of commitments.
- A positive exception is the PAUL chain, which, thanks to a clearly defined commitment and preparation for an independent audit, achieved 50% and became the highest-rated company in Czechia.
- IKEA also made significant progress, improving to 48% and confirming a more systematic approach to implementing ECC standards.
- Burger King, UGO, KFC, McDonald's, and Starbucks remain at the lowest level of the rating because they have either not adopted commitments in the Czech Republic or do not publicly report on them.



Commentary

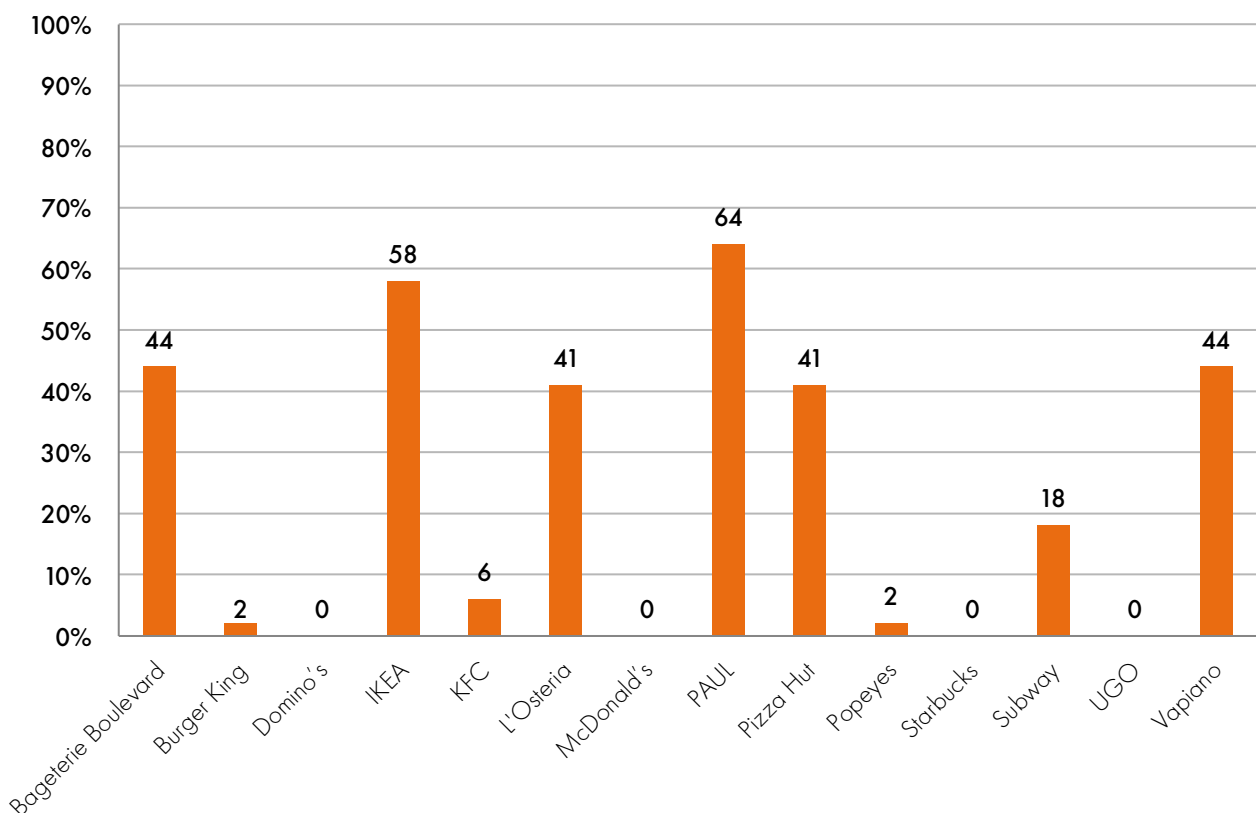
The year 2025 brought only limited progress for Czech companies in improving chicken welfare. Although the average results have improved slightly, most companies lag behind European leaders.

Compared to France, Sweden, and Denmark in particular, it is clear that the Czech market lacks a more systematic approach and, above all, transparency in publishing information on the fulfillment of commitments.

There is a striking contrast with international brands, which achieve significantly better results in other countries. Companies such as KFC and Burger King in the Czech Republic remain well below the level of their branches in France, for example.

The results of this year's assessment should be a challenge for Czech companies to make specific and publicly verifiable commitments to fulfill the principles of the ECC. This standard represents a scientifically based framework that enables companies to improve animal welfare, strengthen consumer confidence, and align themselves with European trends in sustainable business.

Figure: Results for the Czech market



Scoring overview: the Czech Republic

Company	Overall score %	Overall score tier	Overall score grade	Commitments & Targets %	Commitments & Targets tier	Commitments & Targets grade	Performance Reporting %	Performance Reporting tier	Performance Reporting grade
	44 %	5	Poor	87 %	1	Leading	0 %	6	Very Poor
	2 %	6	Very Poor	3 %	6	Very Poor	0 %	6	Very Poor
	0 %	6	Very Poor	0 %	6	Very Poor	0 %	6	Very Poor
	58 %	4	Getting Started	95 %	1	Leading	20 %	6	Very Poor
	6 %	6	Very Poor	11 %	6	Very Poor	0 %	6	Very Poor
	41 %	5	Poor	82 %	2	Good	0 %	6	Very Poor
	0 %	6	Very Poor	0 %	6	Very Poor	0 %	6	Very Poor
	64 %	3	Making Progress	95 %	1	Leading	33 %	5	Poor
	41 %	5	Poor	82 %	2	Good	0 %	6	Very Poor
	2 %	6	Very Poor	3 %	6	Very Poor	0 %	6	Very Poor
	0 %	6	Very Poor	0 %	6	Very Poor	0 %	6	Very Poor
	18 %	6	Very Poor	18 %	6	Very Poor	17 %	6	Very Poor
	0 %	6	Very Poor	0 %	6	Very Poor	0 %	6	Very Poor
	44 %	5	Poor	87 %	1	Leading	0 %	6	Very Poor



Results of the Czech companies in detail

Bageterie Boulevard

Bageterie Boulevard achieved an overall rating of 44%. The company has a clearly defined ECC, making it one of the better-rated companies in the ranking. Although this is a positive step, the company has not yet published any reports on its compliance or progress, which significantly lowers its final rating.

Recommendation: *Start publishing regular reports on the fulfillment of the commitment.*

Burger King

Burger King achieved a rating of 2%, which is very low. Although the company has a clearly defined ECC commitment in Western Europe, it has not yet adopted or communicated it in the Czech Republic.

Recommendation: *Adopt the ECC commitment for the Czech market and subsequently report regularly on its implementation.*

Domino's

Unlike in France and Poland, Domino's in the Czech Republic has not yet adopted any commitment to improve chicken welfare and therefore received the lowest rating.

Recommendation: *Adopt the ECC commitment and publish an implementation plan.*

IKEA

IKEA achieved a rating of 58%, improving on last year's result and becoming the second highest-rated company in the Czech Republic. IKEA's commitment to the Better Chicken Commitment (equivalent to the ECC) covers 95% of its production, but reporting of results in the Czech context is still limited.

Recommendation: *Publish more information on how IKEA applies the ECC commitment directly in the Czech supply chain.*

KFC

KFC achieved only 6%, which is a very low rating. The company has adopted the ECC commitment in other European countries, but it does not apply to the Czech Republic.

Recommendation: *Extend the ECC commitment to the Czech market and start publicly reporting on its implementation.*



L'Osteria

L'Osteria is one of several companies that have formally adopted the ECC. The commitment covers most key areas of welfare, but there is a lack of publicly available information on its implementation.

Recommendation: *Follow up on the commitment and start reporting regularly on progress in its implementation.*

McDonald's

Although McDonald's has global commitments to the welfare of chickens raised for meat, the Czech Republic is not included in them. For this reason, the company received a "very low" rating, making it one of the worst-rated entities.

Recommendation: *Include the Czech market in international commitments and publish information on their implementation.*

PAUL

PAUL achieved the best rating in the Czech Republic (64%) and is an example of a responsible approach to chicken welfare. The brand operator, Lagardère Travel Retail Czech Republic, has a clearly defined commitment to the ECC, has published a timetable for its implementation by 2026, and has included ECC requirements in regular food quality and safety audits. This transparent and systematic approach significantly distinguishes PAUL from other rated companies.

Recommendation: *Continue to implement the established plan and publish the results of annual audits.*

Pizza Hut

Pizza Hut is one of the companies that has already adopted the ECC and applies this approach consistently across European markets. Although the overall rating in the Czech Republic remains low, the company is demonstrably working to fulfill its commitments. However, there is a lack of regular and public reporting on the progress made.

Recommendation: *Publish regular reports on the fulfillment of the commitment.*

Popeyes

While Popeyes is actively progressing in fulfilling the ECC in France, its approach has not yet been reflected in the Czech Republic, Poland, or Romania. In these countries, the rating remains at the lowest level because the ECC commitment has not been adopted or communicated.

Recommendation: *Extend the ECC commitment to the Czech market and begin to communicate transparently about its implementation, as in France.*



Starbucks

Starbucks has not yet made any commitment to improve chicken farming conditions in line with the ECC standards. The company does not publish any information on its implementation or planned steps in this area.

Recommendation: *Adopt the ECC commitment and begin its implementation.*

Subway

The company has achieved good results in Sweden and France, where it is actively working to implement the principles of the ECC. However, its rating is significantly lower in the Czech Republic, where the company has formally adopted the commitment but has not specified a deadline for its fulfillment or specific steps to achieve it.

Recommendation: *Add a timetable for implementing the ECC commitment to the Czech website and provide regular updates on progress.*

UGO

UGO has not yet adopted any commitment or principles corresponding to the ECC standards in the area of chicken welfare and has not yet publicly communicated on the topic of improving chicken farming conditions.

Recommendation: *Adopt the ECC commitment and take steps to implement it.*

Vapiano

Vapiano has adopted the ECC, making it one of the better-rated companies in the ranking. However, it does not publish any reports on compliance or progress, which significantly limits transparency and lowers its overall rating.

Recommendation: *Regularly report on progress and compliance.*

See pg. 9 for the Czech Republic Executive Summary in Czech.





The Pecking Order 2024: České republika

The Pecking Order (TPO) je mezinárodní hodnocení restauračních řetězců a gastronomických společností z hlediska životních podmínek kuřat chovaných na maso. Zaměřuje se na úroveň implementace standardů European Chicken Commitment (ECC), Evropského závazku pro kuřata, a sestavuje žebříček firem podle dosaženého hodnocení.

Cílem projektu je zvýšit transparentnost v potravinářském a gastro sektoru a ukázat, které společnosti podnikají konkrétní kroky ke zlepšení welfare zvířat ve svých dodavatelských řetězcích.

V roce 2025 bylo v rámci TPO hodnoceno 27 společností působících v sedmi evropských zemích - ve Francii, Švédsku, Dánsku, Itálii, Polsku, Rumunsku a České republice.



Metodologie

Hodnocení TPO vychází z požadavků European Chicken Commitment (ECC) - závazku obchodních řetězců, restaurací a potravinářských společností, který definuje minimální standardy pro odpovědný chov kuřat podle aktuálních vědeckých poznatků.

Mezi hlavní kritéria patří:

- používání plemen se zvýšeným welfare,
- nižší hustota osazení,
- obohacení prostředí a přístup k přirozenému světlu,
- šetrnější porážka,
- nezávislé audity ověřující dodržování standardů.

Každá společnost je hodnocena ve dvou oblastech:

- 1. závazky a cíle** - posuzuje se, zda má firma veřejně stanovený plán ke zlepšení welfare kuřat,
- 2. reporting o plnění** - sleduje se, do jaké míry společnosti transparentně informují o pokroku a výsledcích.

Hodnocení probíhá na základě veřejně dostupných informací, přičemž výsledky jsou vyjádřeny procenty (0 - 100 %) a známkou (1 - 6).

Klíčová zjištění

- České firmy stále výrazně zaostávají za francouzskými, švédskými a dánskými.
- Průměrné hodnocení českých restauračních řetězců dosahuje 23 %, což představuje mírné zlepšení oproti loňskému roku (19 %).
- Hlavním problémem zůstává nedostatek zveřejňovaných dat o plnění závazků.
- Pozitivní výjimkou je řetězec PAUL, který díky jasně definovanému závazku a přípravě na nezávislý audit dosáhl 64 % a stal se nejlépe hodnocenou společností v Česku.
- Výraznější posun zaznamenala také IKEA, která si polepšila na 48 %, a potvrzuje tak systematictější přístup k implementaci standardů ECC.
- Společnosti Burger King, UGO, KFC, McDonald's a Starbucks zůstávají na nejnižší úrovni hodnocení, protože v České republice své závazky buď nepřijaly, nebo o nich veřejně neinformují.



Komentář

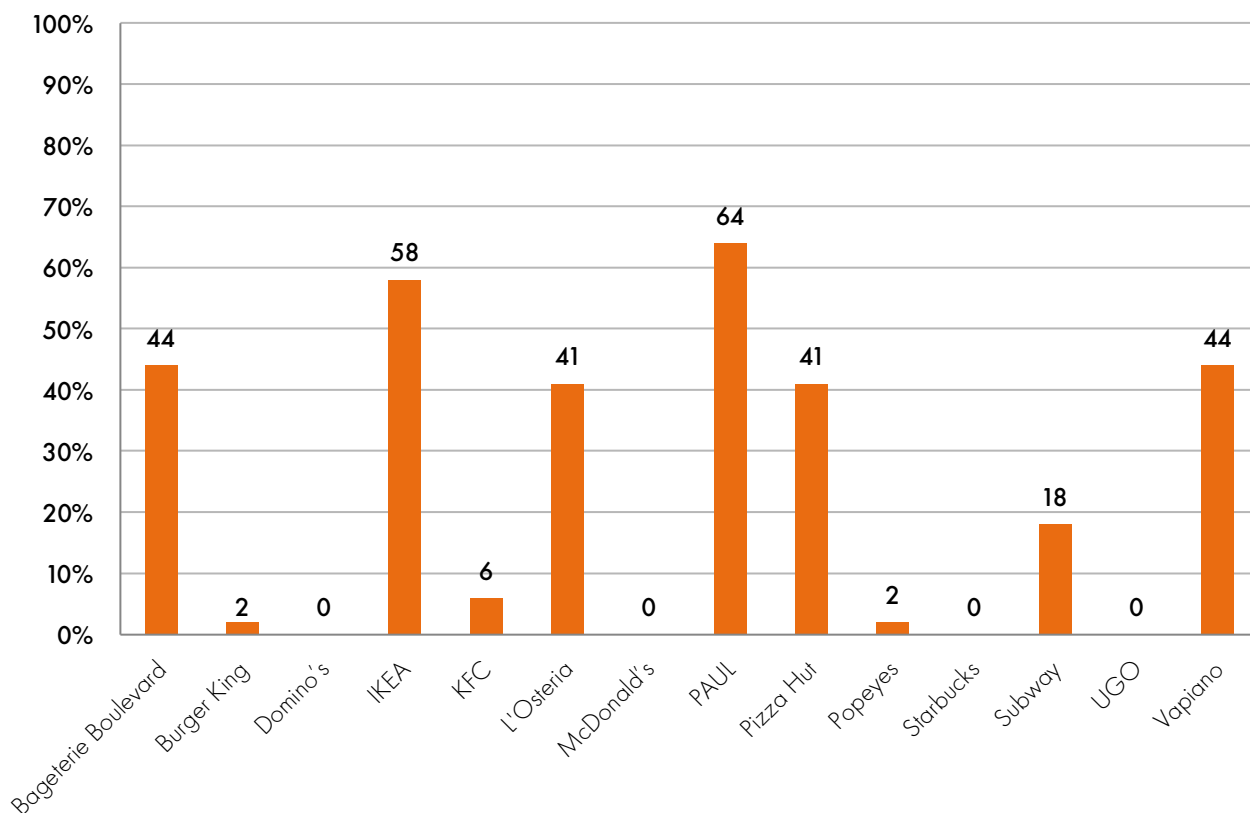
Rok 2025 přinesl pro české společnosti jen omezený pokrok v oblasti zlepšování welfare kuřat. Přestože se průměrné výsledky mírně zlepšily, většina firem zůstává pozadu za evropskými lídry.

Zejména ve srovnání s Francií, Švédskem a Dánskem je patrné, že český trh postrádá systematictější přístup a především transparentnost při zveřejňování informací o plnění přijatých závazků.

Výrazný kontrast je patrný u mezinárodních společností, které v jiných zemích dosahují znatelně lepších výsledků. Společnosti jako KFC či Burger King tak v České republice zůstávají hluboko pod úrovní svých poboček například ve Francii.

Výsledky letošního hodnocení by měly být výzvou pro české společnosti, aby přijaly konkrétní a veřejně ověřitelné závazky k naplňování standardů ECC. Tento standard představuje vědecky podložený rámec, který firmám umožňuje zlepšit životní podmínky zvířat, posílit důvěru spotřebitelů a přiblížit se evropským trendům v oblasti udržitelného podnikání.

Graf celkového hodnocení pro Českou republiku



Tabulka celkového hodnocení pro Českou republiku

Společnost	Celkové hodnocení %	Známka celkového hodnocení	Známka celkového hodnocení slovně	Závazky a cíle %	Známka za závazky a cíle	Známka za závazky a cíle slovně	Zprávy o plnění %	Známka za zprávy o plnění	Známka za zprávy o plnění slovně
	44 %	5	Nízké	87 %	1	Vynikající	0 %	6	Velmi nízké
	2 %	6	Velmi nízké	3 %	6	Velmi nízké	0 %	6	Velmi nízké
	0 %	6	Velmi nízké	0 %	6	Velmi nízké	0 %	6	Velmi nízké
	58 %	4	Na začátku	95 %	1	Vynikající	20 %	6	Velmi nízké
	6 %	6	Velmi nízké	11 %	6	Velmi nízké	0 %	6	Velmi nízké
	41 %	5	Nízké	82 %	2	Skvělé	0 %	6	Velmi nízké
	0 %	6	Velmi nízké	0 %	6	Velmi nízké	0 %	6	Velmi nízké
	64 %	3	Dobré	95 %	1	Vynikající	33 %	5	Nízké
	41 %	5	Nízké	82 %	2	Skvělé	0 %	6	Velmi nízké
	2 %	6	Velmi nízké	3 %	6	Velmi nízké	0 %	6	Velmi nízké
	0 %	6	Velmi nízké	0 %	6	Velmi nízké	0 %	6	Velmi nízké
	18 %	6	Velmi nízké	18 %	6	Velmi nízké	17 %	6	Velmi nízké
	0 %	6	Velmi nízké	0 %	6	Velmi nízké	0 %	6	Velmi nízké
	44 %	5	Nízké	87 %	1	Vynikající	0 %	6	Velmi nízké



Detailní hodnocení českých společností

Bageterie Boulevard

Bageterie Boulevard dosáhla celkového hodnocení 44 %. Společnost má jasně definovaný závazek ECC, což z ní dělá jednu z lépe hodnocených společností v žebříčku. Přestože jde o pozitivní krok, společnost dosud nezveřejňuje žádné zprávy o plnění ani o dosaženém pokroku, což zásadně snižuje její výsledné hodnocení.

Doporučení: Zahájit pravidelné zveřejňování zpráv o plnění závazku.

Burger King

Společnost Burger King dosáhla 2 %, což odpovídá velmi nízkému hodnocení. Ačkoli má společnost v západní Evropě jasně definovaný závazek ECC, v České republice jej zatím nepřijala ani nekomunikuje.

Doporučení: Přijmout závazek ECC i pro český trh a následně pravidelně informovat o jeho plnění.

Domino's

Narozdíl od Francie a Polska Domino's v České republice zatím nepřijalo žádný závazek ke zlepšení welfare kuřat, a proto získalo nejnižší možné hodnocení.

Doporučení: Přijmout závazek ECC a zveřejnit plán jeho realizace.

IKEA

IKEA dosáhla hodnocení 58 %, čímž si oproti loňsku polepšila a stala se druhou nejlépe hodnocenou společností v České republice. Závazek IKEA k tzv. Better Chicken Commitment (ekvivalent ECC) pokrývá 95 % produkce, nicméně reportování výsledků v českém kontextu je zatím omezené.

Doporučení: Zveřejnit více informací o tom, jak IKEA závazek ECC uplatňuje přímo v českém dodavatelském řetězci.

KFC

KFC dosáhlo pouhých 6 %, což odpovídá velmi nízkému hodnocení. Závazek ECC má společnost přijatý v jiných evropských zemích, avšak nevztahuje se na Českou republiku.

Doporučení: Rozšířit platnost závazku ECC na český trh a začít veřejně reportovat o jeho plnění.



L'Osteria

L'Osteria patří mezi několik společností, které již formálně přijaly zásady ECC. Závazek pokrývá většinu klíčových oblastí welfare, avšak chybí veřejně dostupné informace o jeho naplňování.

Doporučení: Navázat na přijatý závazek a začít pravidelně informovat o pokroku v jeho plnění.

McDonald's

Ačkoliv má společnost McDonald's celosvětové závazky týkající se dobrých životních podmínek kuřat chovaných na maso, Česká republika do nich není zahrnuta. Z tohoto důvodu získala společnost hodnocení „velmi nízké“ a stala se tak jedním z nejhůře hodnocených subjektů.

Doporučení: Zahrnout český trh do mezinárodních závazků a zveřejňovat informace o jejich plnění.

PAUL

PAUL dosáhl nejlepšího hodnocení v České republice (64 %) a představuje příklad odpovědného přístupu k welfare kuřat. Provozovatel značky Lagardère Travel Retail Czech Republic má jasně definovaný závazek ECC, zveřejnil časový plán jeho plnění do roku 2026 a zahrnul požadavky ECC do pravidelných auditů kvality a bezpečnosti potravin. Tento transparentní a systematický přístup výrazně odlišuje společnost PAUL od ostatních hodnocených společností.

Doporučení: Pokračovat v naplňování stanoveného plánu a zveřejňovat výsledky každoročních auditů.

Pizza Hut

Pizza Hut patří mezi společnosti, které již přijaly závazek ECC a tento přístup uplatňují konzistentně napříč evropskými trhy. Přestože v České republice zůstává celkové hodnocení nízké, společnost prokazatelně pracuje na plnění svých závazků. Chybí však pravidelné a veřejné reportování o dosaženém pokroku.

Doporučení: Zveřejňovat pravidelné zprávy o plnění závazku.

Popeyes

Zatímco ve Francii společnost Popeyes aktivně postupuje v naplňování závazku ECC, v České republice, Polsku ani Rumunsku se její přístup zatím neprojevuje. V těchto zemích zůstává hodnocení na nejnižší úrovni, protože závazek ECC nebyl přijat ani komunikován.

Doporučení: Rozšířit závazek ECC i na český trh a začít transparentně informovat o jeho plnění, obdobně jako ve Francii.



Starbucks

Starbucks dosud nepřijal žádný závazek ke zlepšení podmínek chovu kuřat podle standardů ECC. Společnost nezveřejňuje žádné informace o plnění ani o plánovaných krocích v této oblasti.

Doporučení: *Přijmout závazek ECC a zahájit jeho implementaci.*

Subway

Společnost dosáhla dobrých výsledků ve Švédsku a Francii, kde aktivně pracuje na naplňování zásad ECC. V České republice je však hodnocení výrazně nižší, protože zde společnost závazek sice formálně přijala, ale neuvádí termín jeho splnění ani konkrétní kroky k plnění.

Doporučení: *Doplnit časový plán implementace závazku ECC na české webové stránky a pravidelně informovat o dosaženém pokroku.*

UGO

Společnost UGO v oblasti welfare kuřat dosud nepřijala žádný závazek ani zásady odpovídající standardům ECC a téma zlepšení podmínek chovu kuřat zatím veřejně nekomunikuje.

Doporučení: *Přijmout závazek ECC a zahájit kroky k jeho implementaci.*

Vapiano

Vapiano přijalo závazek ECC, díky čemuž patří mezi lépe hodnocené společnosti v žebříčku. Přesto však nezveřejňuje žádné zprávy o plnění ani o dosaženém pokroku, což zásadně omezuje transparentnost a snižuje celkové hodnocení.

Doporučení: *Pravidelně informovat o pokroku a plnění závazku.*





The Pecking Order 2025: Denmark

The Pecking Order (TPO) provides a comprehensive overview of the fast-food industry's performance in broiler chicken welfare by analysing leading chains operating in the European Union on their progress toward meeting the science-based criteria of the European Chicken Commitment (ECC), which aims at improving animal welfare for broiler chickens

The Pecking order 2025 assessed and benchmarked food service companies across seven European countries/markets: Czech Republic, France, Italy, Poland, Romania, Sweden and Denmark. This is the second time companies in Denmark have been part of the Pecking Order. The first time being 2021. The following 12 food service companies were assessed for the Danish market for 2025 and benchmarked according to their commitment to improve animal welfare for broiler chickens.



Methodology

The assessment criteria for The Pecking Order are based on the European Chicken Commitment ([ECC](#)) which is a set of scientifically based minimum standards for production of broiler chickens, which were developed to improve animal welfare for broiler chickens. The standards focus on stocking density, breeds, enrichment, slaughter process and auditing, and are endorsed by animal protection organisations in multiple countries.

The Pecking Order 2025 Methodology document provides detailed information on the aims of The Pecking Order benchmark, assessment criteria, approach and scoring system and should be read in conjunction with this report.

The Pecking Order assessment criteria consists of questions organized under two pillars.



Pillar 1 – Commitments & Targets

questions assess published time-bound commitments to improve chicken welfare.



Pillar 2 – Performance Reporting

questions assess reported progress against published commitments.

Each question focuses on a specific requirement of the ECC and the assessment is based on publicly available information published by the company, e.g. websites, corporate social responsibility reports, annual reports, etc.

There were 14 questions in total, and the company received a percentage score for each pillar. The pillar 1 and pillar 2 scores were also combined to create an overall score, with each pillar given equal weighting. Scores were translated into tiers, and grades as shown in the table below.

Tier 1 represents the highest and best score, and tier 6 represents the lowest and worse score.

Table: Tier and Grade percentage thresholds

Tier		Grade	Percentage bands
6		Very poor	0-25
5		Poor	26-49
4		Getting started	50-59
3		Making progress	60-75
2		Good	76-85
1		Leading	86-100



Scoring overview: Denmark

Scores (%) for Pillar 1 and Pillar 2

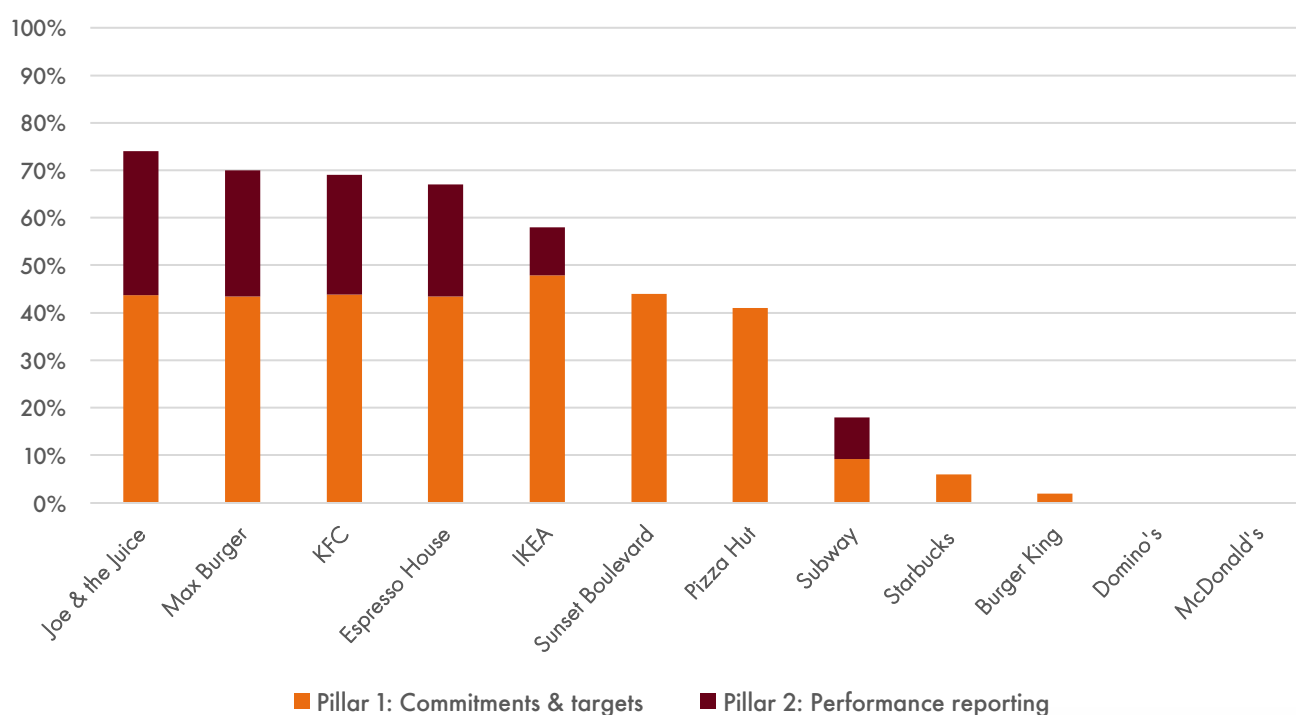
Company	Overall score %	Tier	Grade	Pillar 1 Commitments & Targets	Pillar 2 Performance Reporting
	2	6	Very Poor	3	0
	0	6	Very Poor	0	0
	67	3	Making Progress	87	47
	58	4	Getting Started	95	20
	74	3	Making Progress	87	60
	69	3	Making Progress	87	50
	70	3	Making Progress	87	53
	0	6	Very Poor	0	0
	41	5	Poor	82	0
	6	6	Very Poor	11	0
	18	6	Very Poor	18	17
	44	5	Poor	87	0



Key findings

- The Pecking order 2025 benchmark showed that none of the 12 Danish companies achieved an overall score qualifying to be Tier 1 (Leading) or Tier 2 (Good) with respect to animal welfare in chickens.
- Four companies, Espresso House, Joe & the Juice, KFC and Max Burger, achieved a Tier 3 status in the overall score showing that these companies are making progress in their approach to broiler chicken welfare.
- One company, IKEA, achieved an overall Tier 4 ranking indicating that they are in the process of getting started to improve animal welfare for chickens.
- Two companies, Pizza Hut and Sunset Boulevard achieved a Tier 5 ranking in overall score showing that they are at a poor stage regarding their policy and practise on chicken welfare
- For five companies, Burger King, Domino's, McDonald's, Starbucks and Subway, the overall score was so low that they achieved a Tier 6 ranking representing a very poor result.
- Domino's and McDonald's did not receive any points at all.
- In general, Danish companies achieved higher scores on Commitments & Targets (54 % in average) than on "Performance Reporting" (21% in average).

Figure: Results for the Danish market



The results from the benchmarking of Danish fast-food chains shows that many of the assessed companies in Denmark are indeed committed to improving animal welfare for broiler chickens, but reporting of concrete progress is still lagging behind. While many of the companies have made commitments either partially or fully in line with the ECC, there is still a notable gap in companies reporting on implementation. This is a pattern found in all countries and markets, and raises concern about the rate of progress being made in Denmark as well as in other EU-countries.

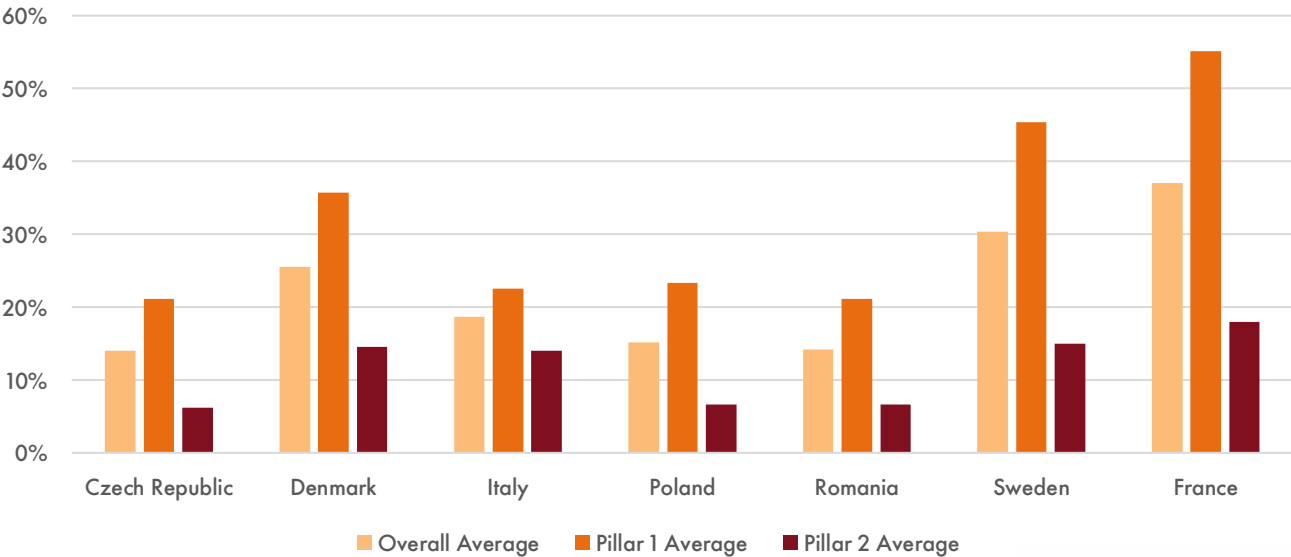
The general lack of performance reporting points to a need for greater transparency from companies for them to satisfactorily demonstrate accountability for making progress on broiler chicken welfare. Joe & the Juice, assessed for the first time this year in Denmark and Sweden, stands out positively and is the company with the highest score on performance reporting of all companies assessed in all markets in 2025.

At the same it is very disappointing that 7 out of 12 assessed Danish fast food and food service companies are either performing poorly or very poorly in their commitment and reporting of broiler chicken welfare in their supply chains. It is especially devastating that some of the biggest fast food chains in Denmark like McDonalds, Domino's and Burger king show no intention or interest in including improvements of animal welfare for chickens in their company policies or practices. As major players in the fast-food business we expect a company such as McDonalds to take on the responsibility of leadership and join the ECC without delay.

Also, it appears very strange that Domino's in Denmark show no commitment on animal welfare at all whereas Domino's in France and Poland have made some commitments. We suggest Domino's Denmark as a minimum start doing the same and follow the good examples from their sister companies in France and Poland.

The company name and brand may be identical in different countries and markets, however the company policy and practice for animal welfare are not, which unfortunately leads to confusion and lost opportunities for improving animal welfare for chickens. A comparison of the 6 companies that were assessed across all markets (Burger King, KFC, IKEA, McDonald's, Starbucks and Subway) clearly illustrated that the commitment to animal welfare in the same companies differs between markets as shown in the figure below. The highest overall scores were obtained in France (37%) followed by Sweden (30%), Denmark (26%), Italy (19%), Poland (15%), Czech Republic (14%) and Romania (14%).

Figure: Average Overall and Pillar scores by country for companies assessed in all markets (Burger King, KFC, IKEA, McDonald's, Starbucks and Subway).



The pattern shown in the previous figure is almost the same when the results of all the companies assessed in the Pecking order 2025 are included in a comparison at country level. In total 81 fast-food chains were assessed across the seven European countries (including Denmark). The average EU-industry score is 27%, which is an improvement since 2024, however still placing most of the industry brands in the “Poor or Very Poor” category.

The best overall result for animal welfare in chickens in the fast-food business is found in France reflecting a relatively strong and consistent commitment and progress to higher chicken welfare. In Denmark and Sweden scores are above EU average, however the overall status for chicken welfare in the industry is still categorized as poor and improvements are clearly needed. In Czech Republic, Italy, Poland and Romania scores are below the EU average and fall in the “Very poor” category underlining a significant need for improvements and progress in higher chicken welfare.

Ways forward for Denmark

There is an urgent need for companies in the fast-food business in Denmark to do significantly better on animal welfare for broiler chickens. The fast-food companies without any chicken welfare commitment should immediately develop policies aligned with preferable the ECC criteria or alternatively the “2-heart standards” of the Danish Governmental Animal Welfare Label for broiler chickens. Companies with existing commitments should focus on fulfilling and implementing their commitments in practice and create clear road maps to achieve their goals. Generally, information on plans, commitment and progress should be publicly available since this information is essential for consumer trust.

Approximately 30 % of the Danish broiler chickens are of a slower growing breed and a substantial proportion of the chickens are being produced according to the “2-heart standards” of the Danish Governmental Animal Welfare Label for broiler chickens, which is below the ECC standards. Thus, Danish broiler chickens with higher animal welfare are already available to ensure a steady supply of higher welfare chicken in the food-chain business. Ultimately, the “2-heart standards” of the Danish Governmental Animal Welfare Label for broiler chickens should be increased and aligned with the ECC standards.

The Danish Government has already made a commitment to phase out fast growing broiler chickens in the kitchen of all governmental institutions and many municipalities are doing the same and have stopped serving fast-growing chicken in all their kitchen services. Supermarkets and Retail have also started to make commitments for phasing fast growing broiler chickens.

Now it is time for the fast-food chains to do the same as a key player in the broiler chicken market. The Danish fast-food industry has the responsibility and opportunity to improve the standards for chicken welfare in their supply chains. Changing to higher welfare broiler chickens will improve the lives of millions of broiler chickens and reduce the unacceptable suffering due to excessive growth and cramped living conditions. Putting better animal welfare on the fast-food menu will also bring the fast-food companies in better alignment with customer and consumer expectations for better animal welfare and a more sustainable food system.





The Pecking Order 2025: Danmark

The Pecking Order (TPO) er en benchmarkanalyse af, hvordan det står til med dyrevelfærden for de slagtekyllinger, der bliver brugt inden for fastfood- og foodservice-branchen i Europa. Analysen er baseret på kædernes tilslutning til, og implementering af, The European Chicken Commitment ([ECC](#)), som består af en række videnskabeligt baserede minimumskrav for produktion af slagtekyllinger, som har til formål at forbedre dyrevelfærden for kyllinger.

I The Pecking Order 2025 blev fastfood-virksomheder, på tværs af syv europæiske lande/markeder, vurderet og sammenlignet (benchmarket) i forhold til kravene i ECC. De syv lande var Tjekkiet, Frankrig, Italien, Polen, Rumænien, Sverige og Danmark, og det er første gang siden 2021, at danske fastfood virksomheder har været en del af The Pecking Order.

På det danske marked blev følgende 12 fastfood-virksomheder vurderet og sammenlignet i henhold til deres politik og praksis omkring dyrevelfærden for de kyllinge produkter, der er på menuen i deres respektive sortimenter.



Metode

Vurderingskriterierne for The Pecking Order er baseret på European Chicken Commitment (ECC), som er et sæt videnskabeligt baserede minimumsstandarde for produktion af slagtekyllinger, der er udviklet for at forbedre dyrevelfærden for kyllingerne. Standarderne fokuserer på lavere belægningsgrad, langsommere voksende kyllingeracer, mere berigelse, skånsom slagtning, og uafhængig 3. parts-kontrol, og de er støttet af dyreværnsorganisationer verden over.

Dokumentet "The Pecking Order 2025 Methodology" indeholder en detaljeret beskrivelse af formålene med The Pecking Order-benchmark, vurderingskriterier, tilgang og scoringssystem og bør læses sammen med nærværende rapport.

Vurderingskriterierne i The Pecking Order består af spørgsmål organiseret under to søjler:



Søjle 1 – Forpligtelser og mål

Spørgsmål, der vurderer offentliggjorte og tidsbestemte forpligtelser til at forbedre kyllingevelfærd.



Søjle 2 – Rapportering af resultater

Spørgsmål, der vurderer rapporteret fremgang i forhold til de offentliggjorte forpligtelser.

Hvert spørgsmål fokuserer på et specifikt krav i ECC, og vurderingen er baseret på publiceret og tilgængelig information, der er offentliggjort af virksomheden, f.eks. via hjemmesider, rapporter om virksomhedens samfundsansvar, årsrapporter osv.

Der er i alt 14 spørgsmål, og virksomheden fik tildelt en procentuel score for hver af de 2 søjler. Scorerne for søjle 1 og søjle 2 blev efterfølgende lagt sammen i en samlet score, hvor hver søjle score blev vægtet ens. Scorerne blev herefter oversat til niveauer og karakterer, som vist i tabellen nedenfor.

Niveau 1 repræsenterer den højeste og bedste score, og niveau 6 repræsenterer den laveste og dårligste score.

Tabel: Niveauer, scorer og karakterer

Niveau		Karakter	Procent score
6		Førende	0-25
5		God	26-49
4		Gør fremskridt	50-59
3		Under opstart	60-75
2		Dårlig	76-85
1		Meget dårlig	86-100



Score oversigt: Danmark

Scorer (%) for Søjle 1 & Søjle 2

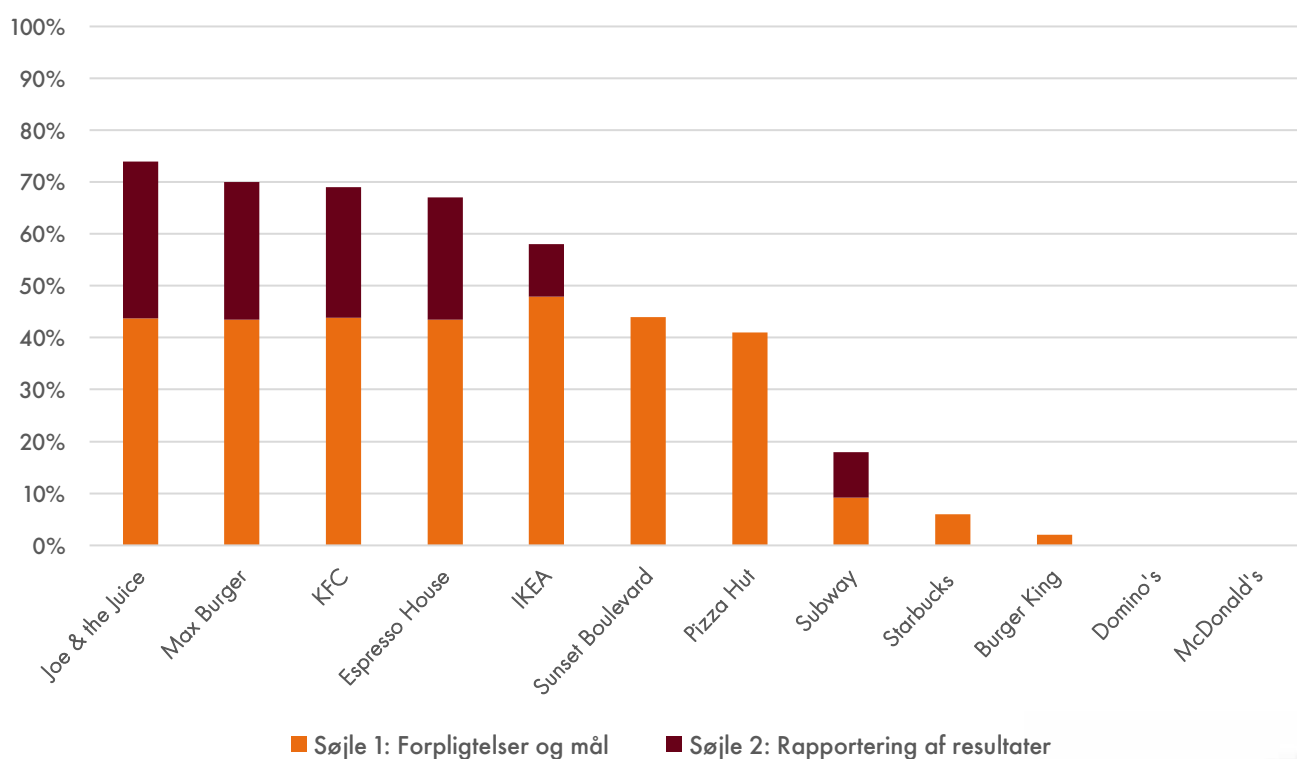
Virksomhed	Samlet score %	Niveau	Karakter	Søjle 1 Forpligtelser & mål	Søjle 2 Rapportering af resultater
	2	6	Meget dårlig	3	0
	0	6	Meget dårlig	0	0
	67	3	Gør fremskridt	87	47
	58	4	Under opstart	95	20
	74	3	Gør fremskridt	87	60
	69	3	Gør fremskridt	87	50
	70	3	Gør fremskridt	87	53
	0	6	Meget dårlig	0	0
	41	5	Dårlig	82	0
	6	6	Meget dårlig	11	0
	18	6	Meget dårlig	18	17
	44	5	Dårlig	87	0



Resultater for Danmark

- The Pecking Order 2025-benchmark viste, at ingen af de 12 danske fastfood-virksomheder opnåede en samlet score, der kvalificerede til niveau 1 (Førende) eller niveau 2 (God) med hensyn til deres politik og praksis for dyrevelfærd for kyllinger.
- Fire virksomheder – Espresso House, Joe & the Juice, KFC og Max Burger – opnåede niveau 3 i den samlede score, hvilket viser, at disse virksomheder gør fremskridt i deres tilgang til slagtekyllingers velfærd.
- Én virksomhed, IKEA, opnåede en samlet placering på niveau 4, hvilket indikerer, at de er i gang med at forbedre dyrevelfærden for kyllinger.
- To virksomheder, Pizza Hut og Sunset Boulevard, opnåede en placering på niveau 5 i den samlede score, hvilket viser, at de befinder sig på et dårligt niveau med hensyn til deres politik og praksis for kyllingevelværd.
- For fem virksomheder – Burger King, Domino's, McDonald's, Starbucks og Subway – var den samlede score så lav, at de opnåede en placering på niveau 6, hvilket repræsenterer et meget dårligt resultat.
- Domino's og McDonald's opnåede ingen point.
- Generelt opnåede de danske fastfood-virksomheder højere scorer for Forpligtelser og mål (gennemsnit 54 %) end for Rapportering af resultater (gennemsnit 21 %).

Figur: Resultater for det danske marked



Resultaterne fra vurderingen af danske fastfood-kæder viser, at mange af de vurderede virksomheder i Danmark faktisk har forpligtet sig til at forbedre dyrevelfærden for slagtekyllinger, men at den efterfølgende implementering og rapporteringen af de konkrete tiltag halter bagefter.

Mens mange af virksomhederne har tilsluttet og forpligtet sig til at indføre tiltag, der enten delvist eller fuldt ud er i overensstemmelse med ECC, er der en udpræget mangel på rapportering omkring selve implementeringen af de tiltag, som virksomhederne tidligere har forpligtet sig til at indføre for at sikre bedre dyrevelfærd i deres produkter med kylling. Dette er desværre et mønster, der gentager sig i alle de undersøgte lande og markeder, og det vækker bekymring for tempoet i fremskridtene i Danmark såvel som i andre EU-lande. Det er således helt afgørende, for at opnå bedre dyrevelfærd for kyllinger, at virksomhederne følger op på deres målsætninger og engagement omkring bedre dyrevelfærd. Det kræver at de implementerer deres målsætninger i praksis, og skifter til kyllinger produceret med bedre dyrevelfærd.

Virksomhedernes generelle mangel på implementering i praksis og rapportering af deres konkrete resultater omkring forbedring af dyrevelfærden, i deres respektive forretninger, peger på et problem med manglende åbenhed fra virksomhedernes side. Det gør det svært for omverdenen at følge med i eventuelle fremskridt omkring dyrevelfærd, og der er brug for, at virksomhederne udviser større ansvarlighed, og gør mere ud af deres implementering og rapportering af deres fremskridt omkring bedre dyrevelfærd for kyllinger. Joe & the Juice, som blev vurderet for første gang i år i Danmark og Sverige, skiller sig positivt ud på dette område, og var den virksomhed, der fik den højeste score for rapportering af alle virksomheder vurderet på alle markeder i 2025.

Det er samtidig meget skuffende, at syv ud af de tolv vurderede danske fastfood- og foodservicevirksomheder enten klarer sig dårligt eller meget dårligt i deres engagement og rapportering om slagtekyllingevelfærd i deres forsyningskæder. Det er især nedslående, at McDonald's, Domino's og Burger King – som er nogle af de største fastfood-kæder i Danmark – ikke viser nogen intention eller interesse i at inkludere forbedringer af dyrevelfærd for kyllinger i deres virksomhedspolitikker eller praksis. Som store aktører i fastfood-branchen forventer vi, at en virksomhed som McDonald's påtager sig ansvaret som ledende i branchen, og straks tilslutter sig ECC.

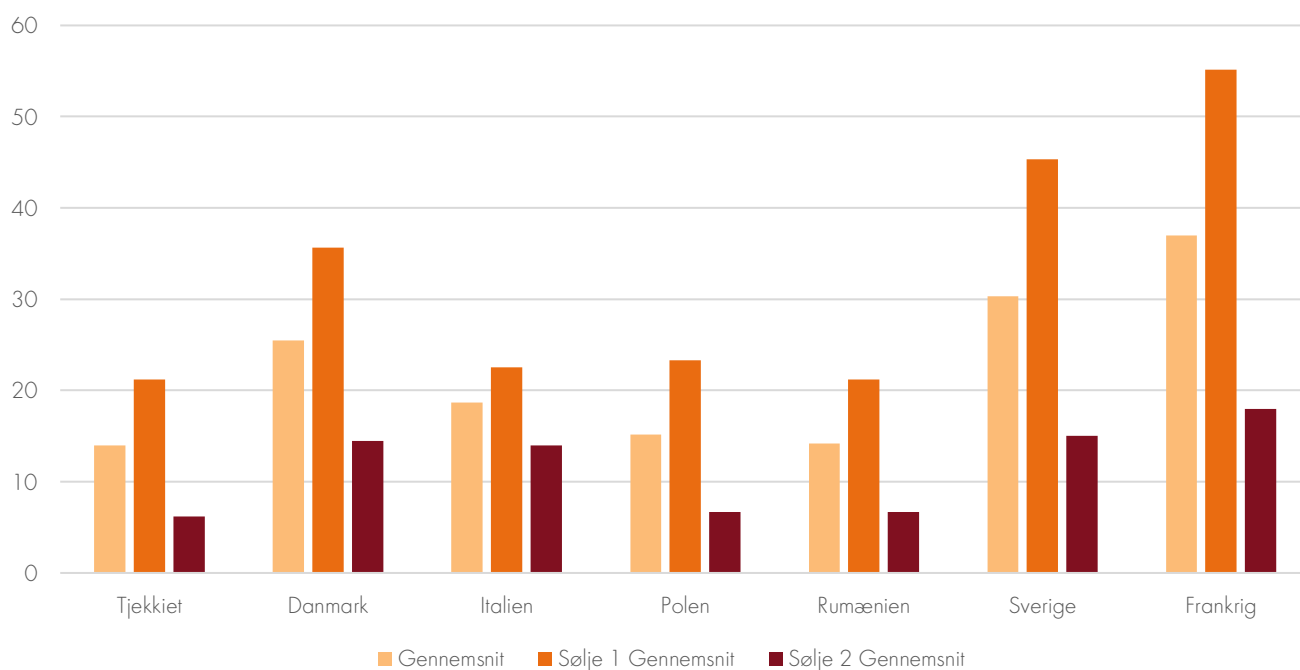
Det er desuden under al kritik, at en international virksomhed som Domino's, i Danmark, ikke viser nogen form for interesse for bedre dyrevelfærd, mens Domino's i Frankrig og Polen begge har indført en række tiltag til bedre dyrevelfærd for kyllinger. Vi foreslår, at Domino's Danmark som minimum begynder at gøre det samme, og følger de gode eksempler fra deres søsterselskaber i Frankrig og Polen.

Et virksomhedsnavn og et brand kan være identisk i forskellige lande og markeder, uden at virksomhedens politik og praksis for dyrevelfærd er det ikke, hvilket desværre fører til forvirring og tabte muligheder for at forbedre dyrevelfærden for kyllinger.

En sammenligning af de seks virksomheder, der blev vurderet på tværs af alle markeder (Burger King, KFC, IKEA, McDonald's, Starbucks og Subway), viste tydeligt, at engagementet i dyrevelfærd i de samme virksomheder varierer mellem markeder, som vist i figuren nedenfor. De højeste samlede scorere blev opnået i Frankrig (37 %), efterfulgt af Sverige (30 %), Danmark (26 %), Italien (19 %), Polen (15 %), Tjekkiet (14 %) og Rumænien (14 %).



Figur: Gennemsnitlige samlede og søjlespecifikke resultater pr. land for virksomheder vurderet på alle markeder (Burger King, KFC, IKEA, McDonald's, Starbucks og Subway).



Mønstret vist i figuren er næsten det samme, når resultaterne for alle virksomheder vurderet i The Pecking Order 2025 inkluderes i en sammenligning mellem lande. I alt blev 81 fastfood-kæder vurderet på tværs af de syv europæiske lande (herunder Danmark). Den gennemsnitlige EU-branchescore er 27 %, hvilket er en forbedring siden 2024, men som stadig placerer de fleste branchebrands i kategorien "Dårlig" eller "Meget dårlig".

Det bedste samlede resultat for dyrevelfærd for kyllinger i fastfood-branchen findes i Frankrig, hvilket afspejler et relativt stærkt og konsekvent engagement og fremskridt mod højere kyllingevelværd. I Danmark og Sverige ligger scorerne over EU-gennemsnittet, men den samlede status for kyllingevelværd i branchen kategoriseres stadig som dårlig, og forbedringer er tydeligt nødvendige. I Tjekkiet, Italien, Polen og Rumænien ligger scorerne under EU-gennemsnittet og falder i kategorien "Meget dårlig", hvilket understreger et betydeligt behov for forbedringer og fremskridt i forhold til højere kyllingevelværd.



Veje fremad for Danmark

Der er helt overordnet et stort behov for, at virksomheder, i fastfood-branchen, i Danmark forbedrer sig markant i forhold til både deres politik og praksis, som skal sikre, at det kyllingekød, de anvender i deres sortimenter, er produceret med bedre dyrevelfærd, end det er tilfældet i dag.

De fastfood-virksomheder der ikke har en politik omkring kyllingevelfærd, bør således straks gå i gang med at formulere en politik, der som udgangspunkt er i overensstemmelse ECC-kriterierne, eller alternativt svarer til produktion af slagtekyllinger svarende til kravene i "2-hjerte-standarderne" i det danske statslige dyrevelfærdsmærke for slagtekyllinger.

Virksomheder med eksisterende forpligtelser omkring bedre dyrevelfærd for kyllinger, bør fokusere på at opfylde og implementere deres forpligtelser i praksis, herunder at udarbejde specifikke køreplaner for at nå deres mål. Generelt bør information om planer, forpligtelser og fremskridt være offentligt tilgængelig, da denne information er afgørende for forbrugernes tillid.

Omtrent 30 % af de danske slagtekyllinger er af langsommere voksende racer, og en betydelig andel af kyllingerne bliver produceret i henhold til "2-hjerte-standarderne" i det danske statslige dyrevelfærdsmærke for slagtekyllinger, som ligger en smule under ECC-standarderne. Dermed er danske slagtekyllinger med højere dyrevelfærd allerede tilgængelige, og der er en stabil forsyning af kyllinger med højere velfærd tilgængelig for den danske fødevarerbranche. Dog bør "2-hjerte-standarderne" hæves og tilpasses ECC-standarderne.

Den danske regering har allerede forpligtet sig til at udfase hurtigt voksende slagtekyllinger i køkkenerne i alle statslige institutioner, og mange kommuner følger trop, og stopper med at servere hurtigt voksende kyllinger i alle deres køkkentjenester. Supermarkeder og detailhandlen er også begyndt at indføre forpligtende planer for udfasning af hurtigt voksende slagtekyllinger i dele af deres kyllingesortimenter.

Det er på høje tid, at fastfood-kæderne gør det samme, da de også er en stor aktør på markedet for slagtekyllinger. Den danske fastfood-industri har ansvaret og muligheden for at forbedre standarderne for kyllingevelfærd i deres forsyningskæder. Overgangen til kyllinger med højere velfærd vil forbedre livet for millioner af slagtekyllinger og reducere den uacceptable lidelse som følge af ekstrem hurtig vækst og trange levevilkår i den konventionelle slagtekyllingeproduktion. At sætte bedre dyrevelfærd på fastfood-menuen vil desuden bringe fastfood-virksomhederne i bedre overensstemmelse med kunders og forbrugeres forventninger om et mere bæredygtigt fødevarer-system, der inkluderer et højt niveau af dyrevelfærd.





The Pecking Order 2025: France

The Pecking Order assesses iconic fast-food brands and other food service companies on their approach to managing and reporting on the welfare of chickens in their supply chains.

The Pecking Order benchmark's aim is to drive disclosure amongst food service companies on their efforts to improve the welfare of broiler chickens across their operations and to demonstrate the progress being made. Based on the requirements of the European Chicken Commitment (ECC), The Pecking Order began as an annual assessment to understand how leading companies were implementing and reporting on their chicken welfare commitments across their international supply chains. Since 2022, the methodology has been revised to reflect a more localised approach, focused on evaluating how international and national fast-food brands and food service companies are managing and implementing their broiler chicken welfare commitments within selected individual markets.



Methodology

The Pecking Order 2025 Methodology document provides detailed information on the aims of The Pecking Order benchmark, assessment criteria, approach and scoring system. It should be read in conjunction with this report.

The assessment criteria for The Pecking Order are based on the requirements of the ECC, which have been developed in line with the latest welfare science and endorsed by animal protection organisations in multiple countries. The specific asks of the ECC provide a clear and consistent set of improvements that focus on stocking density, breeds, enrichment, broiler cages, slaughter process and auditing. More information on the ECC can be found [here](#).

The Pecking Order assessment criteria consist of questions organised under two pillars. Each question focuses on a specific requirement of the ECC.



Pillar 1 – Commitments & Targets

questions assess published time-bound commitments to improve chicken welfare.



Pillar 2 – Performance Reporting

questions assess reported progress against published commitments.

In 2024, a new question (Q1.8) has been included in the Commitments & Targets pillar, assessing companies on whether they have a published roadmap in place to achieve the requirements of the ECC. This question has been included to encourage companies to publish progress milestones towards achieving the ECC requirements within a specified timeframe.

Each company received a percentage score for each pillar. The pillar scores were also combined to create an overall score, with each pillar given equal weighting. Scores were translated into tiers and grades as shown in the table below.

Tier		Grade	Percentage bands
6		Very poor	0-25
5		Poor	26-49
4		Getting started	50-59
3		Making progress	60-75
2		Good	76-85
1		Leading	86-100



Scoring Overview: France

		Total overall	Pillar 1 Commitments & Targets	Pillar 2 Performance Reporting
Tier 1 Leading			Paul	
Tier 2 Good			Buffalo Grill (▼), Burger King, Domino's, IKEA, KFC, Popeyes, Subway, Vapiano	
Tier 3 Making progress		Burger King (▲)	L'Osteria, Pizza Hut	
Tier 4 Getting started		Domino's, IKEA (▲), KFC (▼), Paul, Popeyes		
Tier 5 Poor		Buffalo Grill, L'Osteria, Pizza Hut, Subway, Vapiano		Burger King, Domino's, KFC, Popeyes
Tier 6 Very poor		McDonald's, Starbucks	McDonald's, Starbucks	Buffalo Grill, IKEA, L'Osteria, McDonald's, PAUL, Pizza Hut, Starbucks, Subway, Vapiano



Key findings: France

Despite the 2025 results showing steady progress in commitments, the average implementation score across companies remains low, highlighting a gap between policy and practice.

The 2025 assessment of companies for France has seen a slight change compared to 2024, with *Autogrill* removed and *Popeyes* newly included.

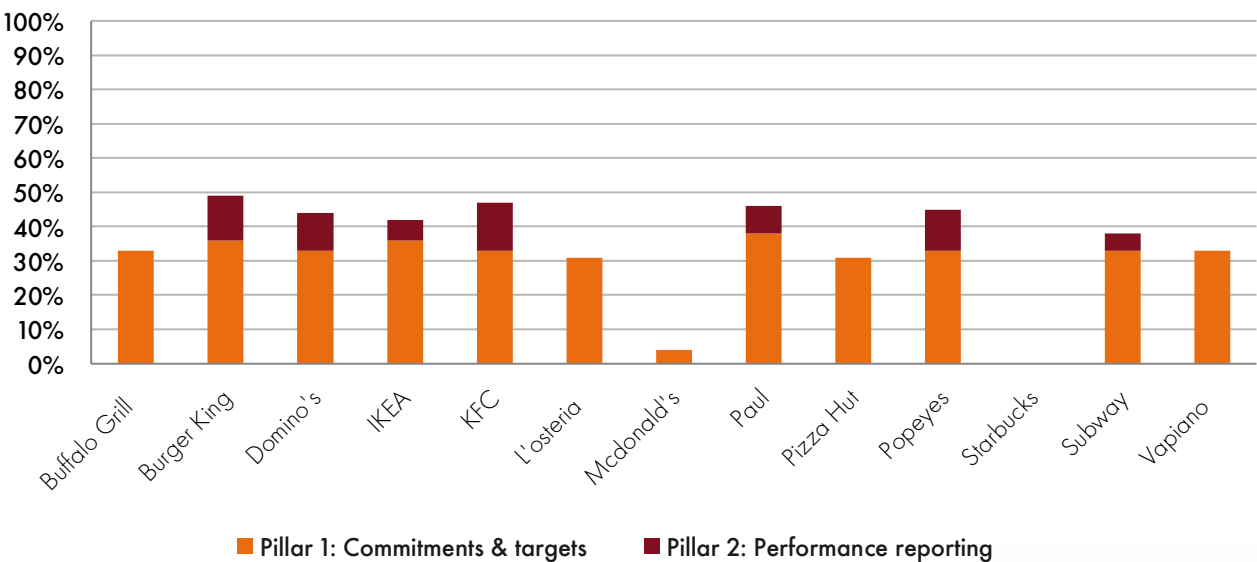
France remains the highest performing country within the Pecking Order benchmark with an overall average score of 42%, up from 36% in 2024. This is most likely because of the 13 companies assessed in France, 11 are committed to meeting all of the criteria of the European Chicken Commitment (ECC).

However, there is a noticeable disparity. McDonald's and Starbucks remain significant outliers, with no meaningful public commitments or policies to improve the welfare of broiler chickens in their supply chains. As two of the world's most recognizable brands, they have a responsibility to lead, not lag, on animal welfare. With competitors such as Burger King, Domino's, and Popeyes already recognizing the importance of addressing broiler welfare, it is time for McDonald's and Starbucks to step up and use their influence for positive change.

Of the 11 companies that have made ECC commitments, seven (Burger King, Domino's, IKEA, KFC, Paul, Popeyes, and Subway) have published an annual progress report. Unfortunately, most reports do not cover all ECC criteria and therefore fall short of demonstrating comprehensive progress. Transparent, detailed reporting is essential – it allows stakeholders to track progress, hold companies accountable, and ensure that commitments translate into real improvements for chickens. We therefore urge all companies to expand in their reporting and.

To maintain France's leading position in *The Pecking Order*, companies must move beyond commitments and towards full implementation if they are to have a chance of meeting the ECC criteria by the end of 2026.

Figure: Results for the French market



See pg. 33 for the France Executive Summary in French.





Le Pecking Order 2025: France

Le Pecking Order évalue les grandes enseignes de fast-food et de restauration au regard de leur considération du "bien-être" des poulets "de chair" dans leurs chaînes d'approvisionnement.

L'objectif du Pecking Order est d'inciter les entreprises de restauration à communiquer leurs efforts pour réduire la souffrance des poulets "de chair" dans l'ensemble de leurs activités et de démontrer les progrès accomplis. Basé sur les exigences du European Chicken Commitment (ECC), le Pecking Order a débuté par l'évaluation des engagements et des publications de progrès que les chaînes mondiales de restauration rapide mettaient en place au sujet du "bien-être" des poulets "de chair" dans l'ensemble de leurs chaînes d'approvisionnement mondiales.

Depuis 2022, Le Pecking Order opte pour une approche plus localisée qui évalue les engagements et les reports de progrès des chaînes de restauration mondiales mais aussi nationales, en ce qui concerne la prise en compte du "bien-être" des poulets dans leurs achats.



Méthodologie

Le document consacré à la méthodologie du Pecking Order 2025 fournit des informations plus détaillées sur l'objectif du classement, les critères d'évaluation et le système de notation. Nous conseillons de le lire de façon conjointe au présent rapport.

La méthodologie du Pecking Order 2024 est basée sur l'ECC, dont les critères ont été établis conformément aux dernières connaissances scientifiques en matière de "bien-être animal" et sont soutenus par plusieurs organisations de protection animale à travers le monde. Les exigences de l'ECC constituent une politique minimale de référence qui vise à faire reculer les pires pratiques d'élevage et d'abattage des poulets "de chair". Elles portent par exemple sur la sélection des races et l'aménagement des bâtiments d'élevage. Vous trouverez plus d'informations sur l'ECC [ici](#). Le Pecking Order comporte seize questions organisées en deux sous-ensembles. Chacune des questions se focalise sur un critère spécifique de l'ECC.



Pillar 1 – Engagements et objectifs

Les questions portent sur les engagements à échéance publiés, visant à bannir les pires pratiques d'élevage et d'abattage des poulets.



Pillar 2 – Publication des avancées

Les questions portent sur la publication des progrès réalisés dans le cadre des engagements.

En 2024, une nouvelle question (Q1.8) a été ajoutée dans la section *Engagements et objectifs*. Elle évalue si les entreprises disposent d'une feuille de route publiquement consultable pour atteindre aux les critères de l'ECC. Cette question vise à encourager les entreprises à publier les étapes de leur progression vers le respect des exigences de l'ECC dans un délai précis.

Chaque entreprise se voit attribuer un résultat exprimé en pourcentage pour chacun des sous-ensembles. Ces résultats, bénéficiant d'une pondération égale, sont additionnés pour former un résultat global. Ils sont classés en 6 niveaux, chaque niveau correspondant à un échelon d'engagement et/ou de publication des progrès, comme indiqué dans le tableau ci-dessous.

Niveau		Echelons	Résultat en pourcentage
6		Très insatisfaisant	0-25
5		Insatisfaisant	26-49
4		En retard	50-59
3		En progression	60-75
2		Encourageant	76-85
1		Raisonnable	86-100



Aperçu de la notation : France

		Classement global	Pillar 1 Engagements et objectifs	Pillar 2 Publication des avancées
Niveau 1 Raisnable			Paul	
Niveau 2 Encourageant			Buffalo Grill (♥), Burger King, Domino's, IKEA, KFC, Popeyes, Subway, Vapiano	
Niveau 3 En progression		Burger King (▲)	L'Osteria, Pizza Hut	
Niveau 4 En retard		Domino's, IKEA (▲), KFC (♥), Paul, Popeyes		
Niveau 5 Insatisfaisant		Buffalo Grill, L'Osteria, Pizza Hut, Subway, Vapiano		Burger King, Domino's, KFC, Popeyes
Niveau 6 Très insatisfaisant		McDonald's, Starbucks	McDonald's, Starbucks	Buffalo Grill, IKEA, L'Osteria, McDonald's, PAUL, Pizza Hut, Starbucks, Subway, Vapiano



Principales conclusions : France

Bien que les résultats de 2025 montrent des progrès réguliers s'agissant des engagements, le score moyen de mise en œuvre reste faible, révélant un écart entre les politiques déclarées et la mise en œuvre.

Des changements ont eu lieu dans l'évaluation des entreprises françaises entre 2024 et 2025 puisque cette année, l'enseigne Popeyes a été ajoutée alors qu' Autogrill a été retirée.

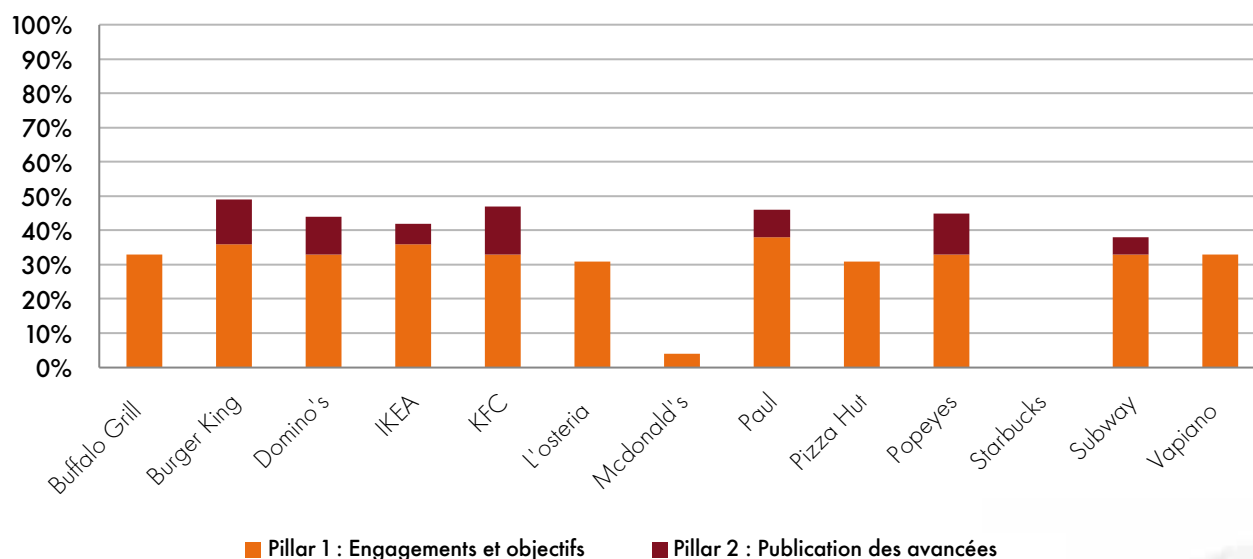
La France demeure le pays le plus performant dans le classement du Pecking Order, avec un score moyen global de 42%, en hausse par rapport aux 36% de 2024. Cela s'explique très probablement par le fait que, parmi les 13 entreprises évaluées en France, 11 se sont engagées à respecter l'ensemble des critères du European Chicken Commitment (ECC).

Cependant, un écart important subsiste. McDonald's et Starbucks restent des exceptions notables, les deux entreprises n'ayant pris aucun engagement public significatif ni adopté de politiques visant à améliorer le bien-être des poulets "de chair" dans leurs chaînes d'approvisionnement. McDonald's et Starbucks faisant parties des enseignes les plus connues au monde, elles ont la responsabilité de montrer l'exemple plutôt que de rester à la traîne en matière de bien-être animal. Alors que des concurrents comme Burger King, Domino's et Popeyes reconnaissent déjà l'importance de prendre en compte le bien-être des poulets "de chair", il est temps pour McDonald's et Starbucks d'agir et d'utiliser leur influence pour favoriser un changement positif.

Sur les 11 entreprises ayant pris des engagements ECC, 7 (Burger King, Domino's, IKEA, KFC, Paul, Popeyes et Subway) ont publié un rapport annuel de progrès. Malheureusement, la plupart de ces rapports ne couvrent pas l'ensemble des critères de l'ECC et ne font donc pas état d'avancées complètes. Un reporting transparent et détaillé est essentiel : il permet aux parties prenantes de suivre les progrès réalisés, de responsabiliser les entreprises et d'assurer que les engagements se traduisent par de réelles améliorations pour les poulets. Nous demandons donc à toutes les entreprises de renforcer la portée de leur reporting.

Pour que la France conserve sa position de leader du Pecking Order, les entreprises doivent dépasser le stade du simple engagement et opérer une mise en œuvre complète si elles veulent avoir une chance de respecter les critères de l'ECC d'ici la fin de 2026.

Figure: Résultats pour le marché français





The Pecking Order 2025: Italy

For the seventh consecutive year, The Pecking Order (TPO) has examined the public communications of major fast-food chains and restaurants to assess how they address and manage the welfare of chickens raised in their supply chains. In 2025, the inclusion of Denmark and Sweden in place of Germany and Spain has extended the analysis to Northern Europe, providing an even broader and more comprehensive overview.

For the 2025 report, 81 companies have been assessed in Denmark, Czech Republic, France, Italy, Poland, Romania and Sweden. As far as Italy is concerned, seven brands were evaluated:



Key results: Italy

- **Italy lags behind: second to last in Europe**

While companies operating in France and the Czech Republic continue to make significant improvements, and newly included countries such as Denmark and Sweden immediately position themselves at the top of the rankings, Italy improves only marginally and fails to distance itself from the worst-performing countries. Italy ranks second to last, tied with Poland, surpassing only Romania by a few points.

- **The stagnation of Italian companies**

Despite many companies continuing to communicate the importance of animal welfare in their supply chains, only one of the seven companies analysed in Italy (IKEA) has published a concrete commitment aimed at phasing out the main chicken welfare issues from its supply chains. The other six companies remain stagnant, with no new public commitments or significant progress.

- **KFC Italy: marginal progress without a concrete commitment**

KFC Italy fails to keep pace with its counterparts in Denmark, France, and Sweden, where the company has published clear policies on chicken welfare. In our country, the minimal improvements recorded in communicating its progress are not sufficient to move KFC up a tier in the ranking, due to the persistent absence of a concrete commitment with defined timelines.

The European comparison: Italy in second-to-last place

The TPO 2025 analysis indicates that companies operating in France and in the newly assessed markets (Denmark and Sweden) stand out for the highest performance on chicken welfare compared to other countries, including Italy.

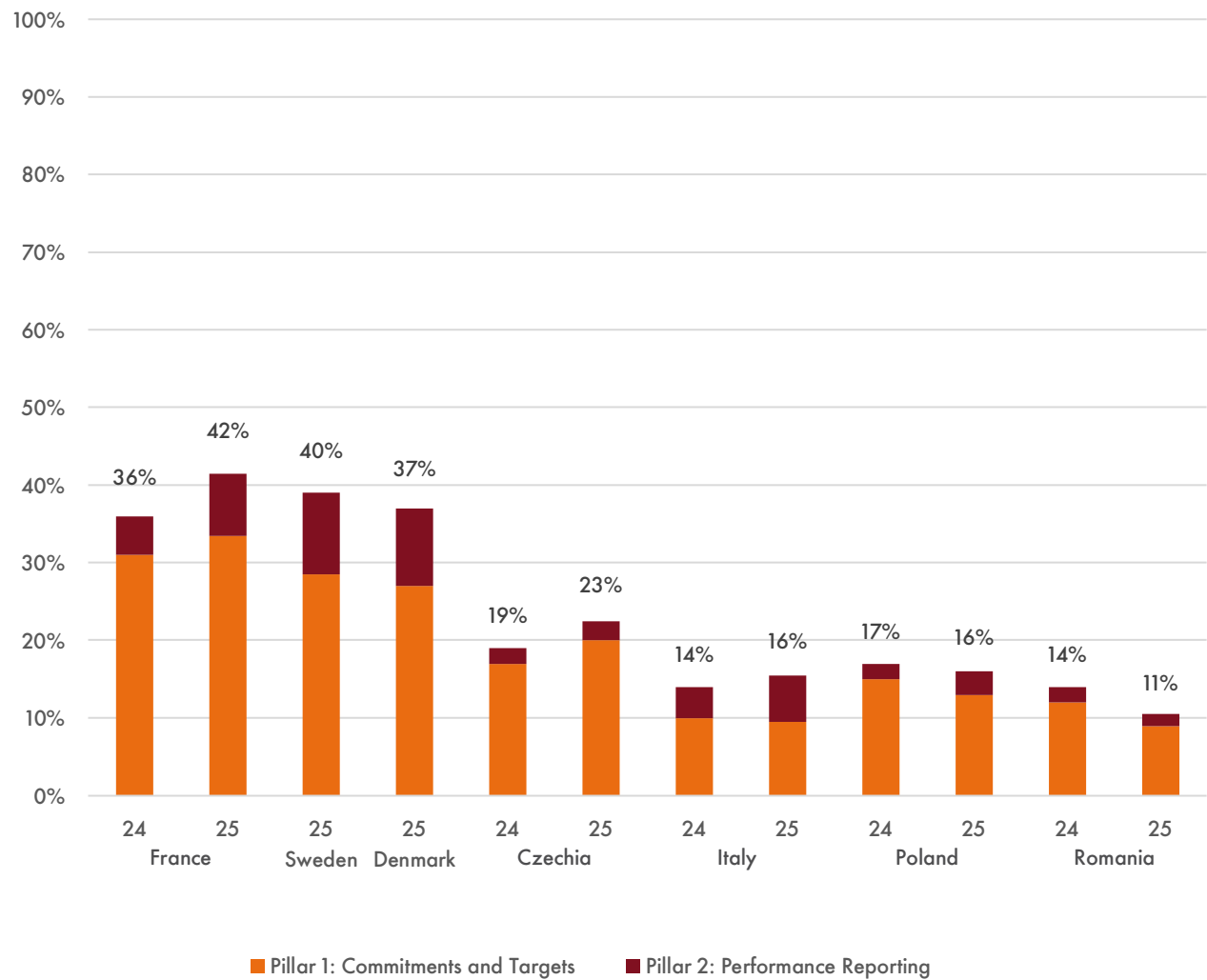
Compared to 2024, Italy improves by 2 percentage points and ranks second to last among all countries analysed, tied with Poland, and above only Romania, which is last in the ranking. A particularly negative finding concerns Pillar 1 Commitments and Objectives: we are the only Western European country to have lost points in this section (19% in 2025 vs 20% in 2024), achieving a score well below the overall average of all companies evaluated (41% in 2025 vs 39% in 2024).

The gap is growing: the progress recorded in other countries is occurring at much faster rates than in Italy. France and the Czech Republic are improving three and two times faster than our country, respectively. Denmark and Sweden, in their first evaluation, immediately surpass Italy, positioning themselves among the top places in the ranking.



Analysing in detail the average scores recorded by companies in individual countries, in line with 2024, French companies have the highest performance, with an overall average score of 42% (36% in 2024). They are followed by Sweden with 40%, Denmark with 37%, Czech Republic with 23% (19% in 2024), Italy with 16% (14% in 2024), Poland with 16% (17% in 2024), and Romania with 11% (14% in 2024).

Figure 1: Comparison of the 2024 and 2025 data of the overall average score by country



The ongoing stagnation of Italian companies

While at the European level the number of companies that have published a chicken welfare policy continues to rise (74% in 2025 vs 71% in 2024), in Italy no new company has released a commitment. IKEA remains the only one of the seven companies assessed to have a public policy aimed at eliminating the main chicken welfare issues from its supply chain.

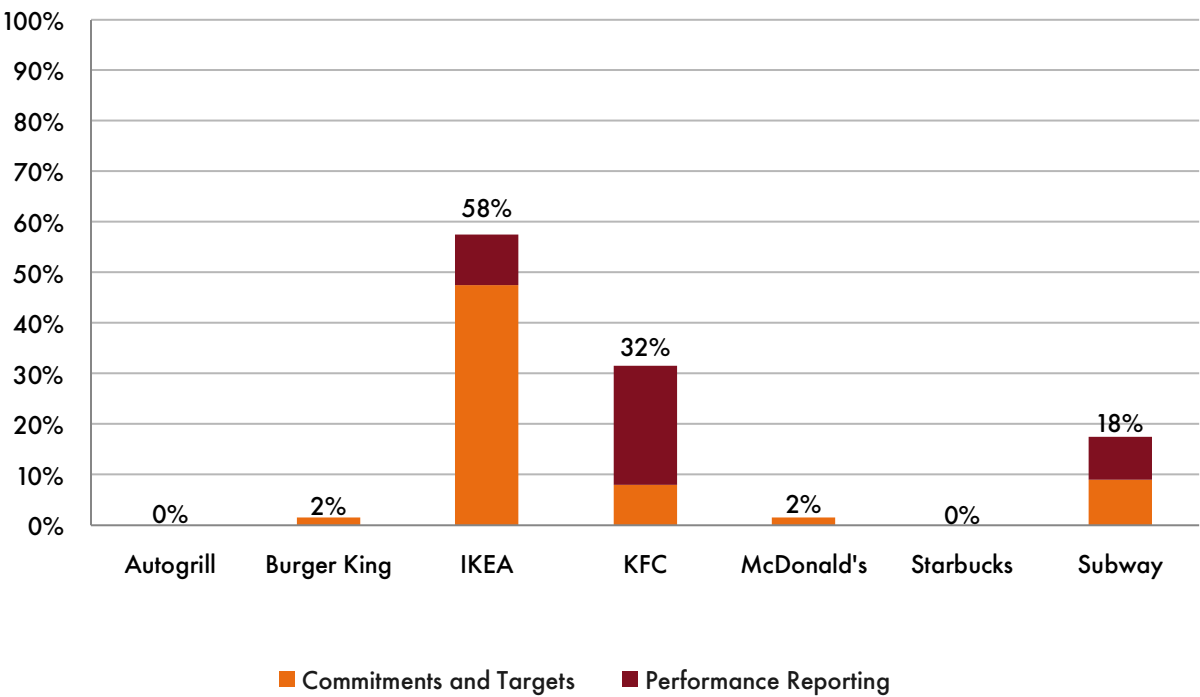
As in last year, Subway has not updated its policy with a specific date by which the company commits to implementing the ECC criteria, continuing to render its commitment invalid for Italy and the other European countries, with the exception of France and Sweden.

Only two out of 7 companies have improved their score in Italy: IKEA (58% in 2025 vs 48% in 2024) and KFC (32% in 2025 vs 27% in 2024). However, only IKEA managed to move up a tier, progressing from Tier 5 to Tier 4 in the ranking.

The other four companies assessed (Autogrill, Burger King, McDonald's, and Starbucks) have recorded no change compared to last year and continue to have no public commitment, placing themselves in the lowest tier of the ranking. Subway's score has even worsened by one point (18% in 2025 vs 19% in 2024), placing it in the lowest tier together with Autogrill, Burger King, McDonald's, and Starbucks.

The fact that most Italian companies have failed to make significant progress or improve their scores compared to 2024 confirms, for the second consecutive year, a structural stagnation in the Italian fast-food and restaurant sector, with the result that almost all companies continue to place in the lowest tiers of the ranking with poor or very poor scores.

Figure 2: Overall score by company in Italy



Company	Overall score %	Overall score tier	Overall score grade	Commitments & Targets %	Commitments & Targets tier	Commitments & Targets grade	Performance Reporting %	Performance Reporting tier	Performance Reporting grade
	0%	6	Very poor	0%	6	Very poor	0%	6	Very poor
	2%	6	Very poor	3%	6	Very poor	0%	6	Very poor
	58%	4	Getting started	95%	1	Leading	20%	6	Very poor
	32%	5	Poor	16%	6	Very poor	47%	5	Poor
	2%	6	Very poor	3%	6	Very poor	0%	6	Very poor
	0%	6	Very poor	0%	6	Very poor	0%	6	Very poor
	18%	6	Very poor	18%	6	Very poor	17%	6	Very poor

KFC Italy: The gap between (marginal) progress and the lack of a commitment

It is significant to focus on KFC Italy's performance across the different countries of the KFC Western Europe Group, as it is representative of the dynamics recorded for Italy. While in Denmark, France, and Sweden KFC has published a commitment on chicken welfare, in Italy the company lacks the same strategic consistency.

The minimal advances recorded in are not sufficient for KFC Italy to move up a tier compared to 2024, keeping it at Tier 5. The scores highlight a marked divergence: 47% in the progress reporting pillar versus 16% in concrete commitments, a gap of 31 percentage points that reveals how the company communicates progress without committing to a formal policy with clear objectives and deadlines.

Moreover, the progress communicated does not concern crucial aspects such as reducing stocking densities and adopting slower-growing breeds. Particularly concerning is the collapse in the use of slower-growing breeds: from the data in KFC Western Europe's Annual Progress Report on Chicken Welfare 2024, it emerges that KFC Italy dropped from 7.21% in 2022 to 0.9% in 2023, with documented negative consequences including greater use of antibiotics and increased mortality.

In the absence of a policy with specific improvement objectives, the divergence between communications and concrete commitments in our country is widening, highlighting the urgency for KFC to align the Italian market with the welfare standards already publicly adopted by other countries within KFC Western Europe Group.

See pg. 42 for the Italy Executive Summary in Italian.





The Pecking Order 2025: Italia

Per il settimo anno consecutivo, The Pecking Order (TPO) ha esaminato le comunicazioni pubbliche delle principali catene di fast-food e ristoranti per valutare come affrontano e gestiscono le condizioni di vita dei polli allevati nelle loro filiere. Nel 2025, l'inserimento di Danimarca e Svezia al posto di Germania e Spagna ha esteso l'analisi anche all'Europa settentrionale, fornendo una panoramica ancora più ampia e completa.

I criteri di valutazione di TPO rispecchiano le richieste dello European Chicken Commitment (ECC), che prendono in considerazione le priorità principali in tema di benessere dei polli: densità di allevamento, razze, arricchimenti ambientali, metodi di stordimento e audit di un ente terzo.

Per il report 2025 sono state valutate 81 aziende, operanti in Danimarca, Francia, Italia, Polonia, Repubblica Ceca, Romania e Svezia. Nel nostro Paese, sono state sette quelle valutate:



Per stimolare sia la pubblicazione di impegni aziendali che la loro implementazione, la valutazione delle aziende è organizzata su due pilastri:



Sezione 1 – Impegni e obiettivi

Valuta la presenza di una politica aziendale pubblica che sia allineata ai criteri dell'ECC e comprenda obiettivi temporali precisi. Dal 2024, è stata inserita una nuova domanda che analizza se le aziende hanno pubblicato una tabella di marcia per raggiungere i loro impegni, in modo da incoraggiare la pianificazione progressiva dei criteri dell'ECC.



Sezione 2 – Comunicazione dei progressi

Valuta i progressi già effettivamente fatti dalle aziende in relazione a ciascuno dei criteri dell'ECC: eliminazione di gabbie/sistemi multipiano, presenza di arricchimenti ambientali, uso di razze a crescita più lenta, riduzione delle densità, stordimento efficace e verifiche di un ente terzo.

Facendo la media dei punteggi ottenuti in ciascuna sezione, le aziende ricevono una valutazione complessiva e vengono classificate su sei livelli a seconda della fase di miglioramento in cui si trovano:

Livello		Valutazione	Punteggi percentuali
6		Molto scarso	0-25
5		Scarso	26-49
4		Miglioramento iniziato	50-59
3		Progressi in corso	60-75
2		Buoni progressi	76-85
1		In testa al cambiamento	86-100



Risultati principali: Italia

- **L'Italia resta indietro: penultima in Europa**

Mentre le aziende che operano in Francia e Repubblica Ceca continuano a fare passi avanti significativi, e i Paesi di nuova inclusione come Danimarca e Svezia si posizionano immediatamente ai vertici della classificazione, l'Italia migliora solo marginalmente e non riesce a distanziarsi dai Paesi con le performance peggiori. Il nostro Paese si colloca al penultimo posto a parità di punteggio con la Polonia, superando di pochi punti soltanto la Romania.

- **La stagnazione delle aziende italiane**

Nonostante molte aziende continuino a comunicare l'importanza del benessere animale nelle proprie catene di fornitura, solo una delle sette aziende analizzate in Italia (IKEA) ha pubblicato un impegno concreto volto a eliminare dalle proprie filiere le problematiche principali di benessere dei polli. Le altre sei aziende rimangono ferme, senza nuovi impegni pubblici o progressi significativi.

- **Il caso KFC: progressi marginali senza impegni concreti**

KFC Italia rimane ben lontana dai leader di settore e dalle sue controparti in Francia e Germania. Nonostante qualche progresso nella comunicazione, i suoi impegni rimangono ai livelli più bassi, segnalando mancanza di trasparenza e di obiettivi di miglioramento significativi.

Il confronto europeo: Italia al penultimo posto

L'analisi di TPO 2025 indica che le aziende operanti in Francia e nei nuovi mercati analizzati (Danimarca e Svezia) si distinguono per le performance più elevate in materia di benessere dei polli rispetto agli altri Paesi, Italia compresa.

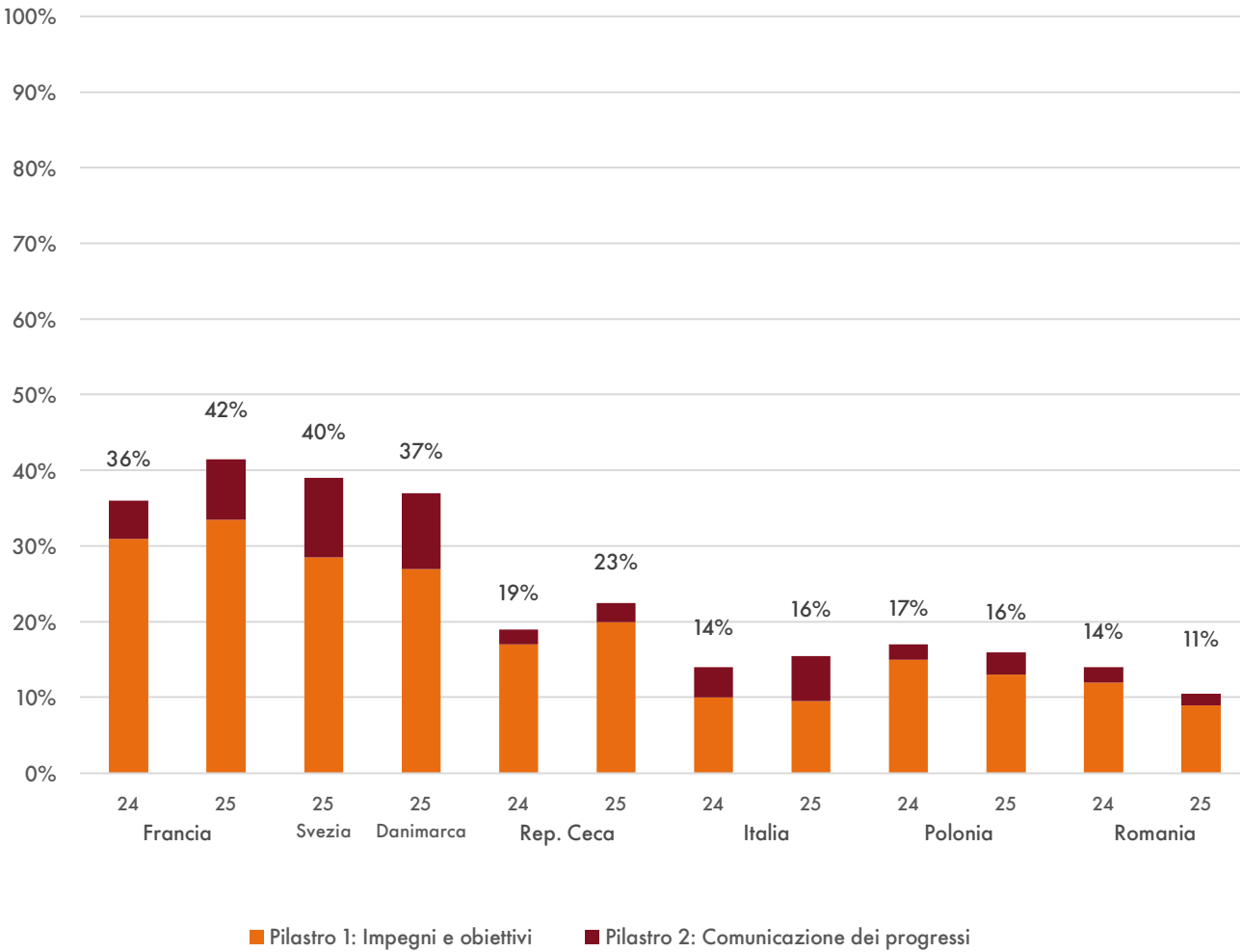
Rispetto al 2024, l'Italia migliora di 2 punti percentuali e si colloca nella penultima posizione tra tutti i Paesi analizzati, a parità di punteggio con la Polonia, e sopra soltanto alla Romania, ultima in classifica. Un dato particolarmente negativo riguarda il Pilastro 1 Impegni e Obiettivi: siamo l'unico Paese dell'Europa occidentale ad aver perso punti in questa sezione (19% nel 2025 vs 20% nel 2024), ottenendo un punteggio ben lontano dalla media complessiva di tutte le aziende analizzate (41% nel 2025 vs 39% nel 2024).

Il divario cresce: i progressi registrati negli altri Paesi avvengono a ritmi molto superiori rispetto all'Italia. Francia e Repubblica Ceca migliorano rispettivamente tre e due volte più velocemente del nostro Paese. Danimarca e Svezia, alla loro prima valutazione, superano immediatamente l'Italia posizionandosi tra i primi posti della classifica.



Analizzando nel dettaglio i punteggi medi registrati dalle aziende nei singoli Paesi, in continuità con il 2024, le aziende francesi hanno le prestazioni più elevate, con un punteggio medio complessivo di 42% (36% nel 2024). Seguono Svezia con 40%, Danimarca con 37%, Repubblica Ceca con 23% (19% nel 2024), Italia con 16% (14% nel 2024), Polonia con 16% (17% nel 2024) e Romania con 11% (14% nel 2024).

Figura 1: Confronto tra i dati 2024 e 2025 del punteggio medio complessivo suddiviso per sezione nei diversi Paesi



Continua la stagnazione delle aziende italiane

Mentre a livello europeo continua a salire il numero di aziende che ha pubblicato una politica sui polli (74% nel 2025 vs 71% nel 2024), in Italia nessuna nuova azienda ha pubblicato un impegno. IKEA continua a rimanere l'unica delle sette aziende analizzate ad avere una politica pubblica volta a eliminare tutte le problematiche principali di benessere per questi animali.

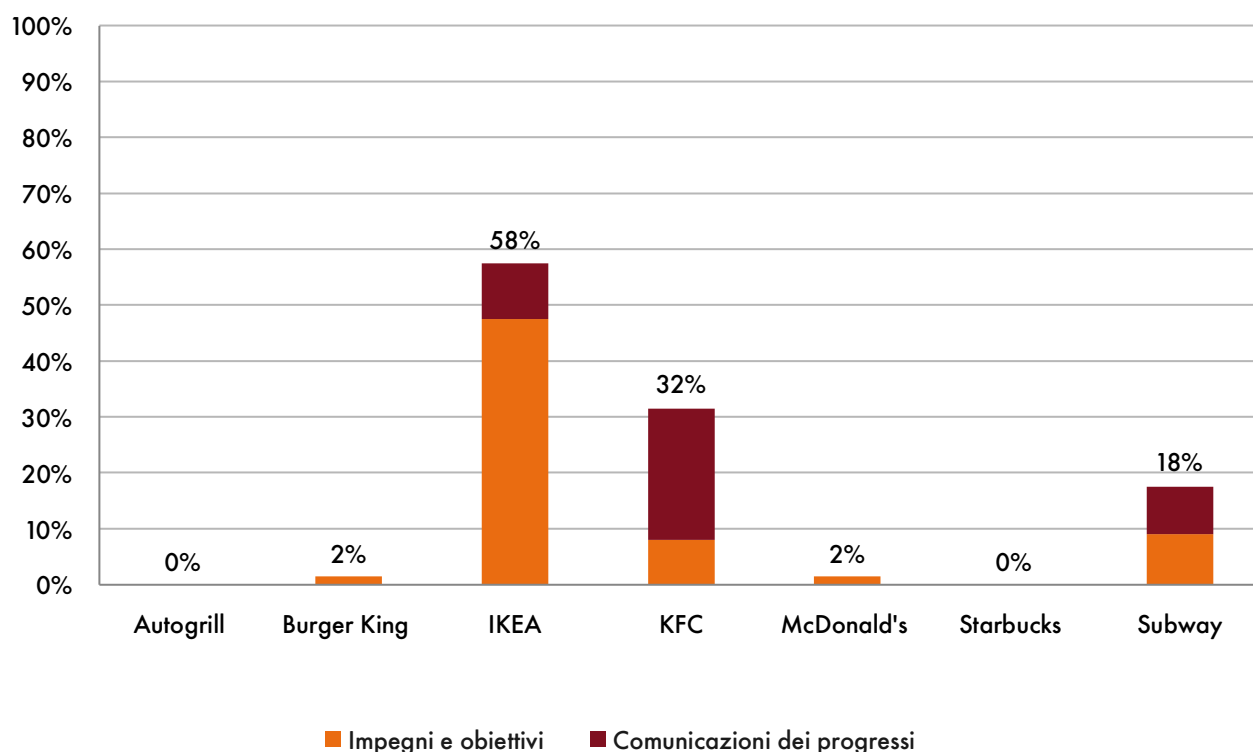
Come per lo scorso anno, Subway non ha aggiornato la propria politica con una data precisa entro la quale si impegna a implementare i criteri per l'ECC, continuando a rendere invalido il proprio impegno per l'Italia e gli altri Paesi europei, ad eccezione di Francia e Svezia.

Solo due aziende su 7 hanno migliorato la propria valutazione in Italia: IKEA (58% nel 2025 vs 48% nel 2024) e KFC (32% nel 2025 vs 27% nel 2024). Tuttavia, solo IKEA è riuscita a salire di livello, passando dal livello 5 al livello 4 della classificazione, grazie a un punteggio più elevato nel Pilastro 2: Comunicazione dei progressi.

Le altre quattro aziende analizzate (Autogrill, Burger King, McDonald's e Starbucks) non hanno registrato alcun cambiamento rispetto all'anno scorso e continuano a non avere nessun impegno pubblico, collocandosi al livello più basso della classificazione. Subway peggiora addirittura di un punto (18% nel 2025 vs 19% nel 2024), collocandosi all'ultimo livello insieme ad Autogrill, Burger King, McDonald's e Starbucks.

Il fatto che la maggior parte delle aziende italiane non sia riuscita a fare progressi significativi o a migliorare i propri punteggi rispetto al 2024 conferma per il secondo anno consecutivo una stagnazione strutturale nel settore della ristorazione italiana, con il risultato che la quasi totalità delle aziende si colloca sempre nei livelli più bassi della classificazione con punteggi scarsi o molto scarsi.

Figura 2: Punteggi complessivi registrati in Italia dalle singole aziende



Azienda	Punteggio complessivo	Livello complessivo	Valutazione complessiva	Impegni & Obiettivi %	Impegni & Obiettivi Livello	Impegni & Obiettivi Valutazione	Comunicazione progressi %	Comunicazione progressi Livello	Comunicazione progressi Valutazione
	0%	6	Molto scarso	0%	6	Molto scarso	0%	6	Molto scarso
	2%	6	Molto scarso	3%	6	Molto scarso	0%	6	Molto scarso
	58%	4	Miglioramento iniziato	95%	1	In testa al cambiamento	20%	6	Molto scarso
	32%	5	Scarso	16%	6	Molto scarso	47%	5	Scarso
	2%	6	Molto scarso	3%	6	Molto scarso	0%	6	Molto scarso
	0%	6	Molto scarso	0%	6	Molto scarso	0%	6	Molto scarso
	18%	6	Molto scarso	18%	6	Molto scarso	17%	6	Molto scarso

KFC: il divario tra progressi (marginali) e impegni assenti

È significativo soffermarsi sull'andamento di KFC nei diversi Paesi del gruppo KFC Western Europe, poiché è rappresentativo delle dinamiche registrate per l'Italia. Mentre in Danimarca, Francia e Svezia KFC ha pubblicato un impegno sul benessere dei polli, in Italia l'azienda manca della stessa coerenza strategica.

Gli avanzamenti minimi registrati nel 2025 non sono sufficienti perché KFC Italia salga di livello rispetto al 2024, mantenendola ferma al livello 5. I punteggi evidenziano una marcata divergenza: 47% nel pilastro della comunicazione dei progressi contro 16% negli impegni concreti, un divario di 31 punti percentuali che rivela come l'azienda comunichi avanzamenti senza vincolarsi a una politica formale con obiettivi e scadenze chiare.

Inoltre, i progressi comunicati non riguardano aspetti cruciali come la riduzione delle densità e l'adozione di razze a crescita più lenta. Particolarmente preoccupante è il crollo nell'utilizzo di razze a crescita più lenta: dai dati del Report 2024 sui progressi per il benessere dei polli di KFC Western Europe emerge che KFC Italia è passata dal 7,21% nel 2022 allo 0,9% nel 2023, con conseguenze negative documentate tra cui un maggiore uso di antibiotici e un aumento della mortalità.

In assenza di una politica con obiettivi di miglioramento specifici, la divergenza tra comunicazioni e impegni concreti nel nostro Paese si amplia, evidenziando l'urgenza che l'azienda allinei il mercato italiano agli standard già adottati pubblicamente dal Gruppo KFC Western Europe negli altri Paesi.





The Pecking Order 2025: Poland

The Pecking Order (TPO) provides a comprehensive overview of the fast-food industry's performance in broiler chicken welfare by analyzing leading chains operating in the European Union on their progress toward meeting the science-based criteria of the [European Chicken Commitment](#) (ECC). In 2025 it evaluated seven European markets, including Poland.

The findings reveal progress—with clear paths forward for industry, producers and lawmakers, but also reveal companies that have stagnated and need to do more. It underscores the fast-food sector's important role in enhancing chicken welfare within Poland's broiler chicken industry.

The 2025 report assessed 81 companies covering the markets of Denmark, Czechia, France, Italy, **Poland**, Romania and Sweden. The following companies were evaluated in Poland's fast-food industry:



Results of Poland's fast-food industry

The Polish fast-food industry shows stagnation and decline in broiler chicken welfare. In 2025, the average overall score dropped to 16%, down from 17% in 2024 and 18% in 2023, indicating minimal progress and transparency. The industry has made only limited progress since TPO assessments began in Poland in 2023.

Positive developments: Small steps by a few leading brands:

- **Commitments exist, but remain limited:** Only three companies—Domino's, IKEA and Pizza Hut—have made chicken welfare commitments aligned with ECC. Domino's made its commitment for Poland in 2024, while IKEA and Pizza Hut follow commitments made at the parent company level. Subway weakened its chicken commitment by no longer setting a time-bound goal to improve chicken welfare.
- **Signs of improved transparency:** By 2025, 67% of the companies mention chicken welfare to some extent on their global and national websites. The companies Domino's, IKEA and McDonald's communicate in Polish and IKEA started communicating about its implementation progress in 2025.
- **IKEA leads in planning and reporting:** IKEA is the only company to publish a road map. A road map serves as an important tool for achieving commitments and reassuring consumers that the company is working on chicken welfare. Domino's, IKEA and Subway are the only brands reporting publicly on both their commitments and some progress toward implementation.

Negative developments: Lack of national action and industry-wide stagnation

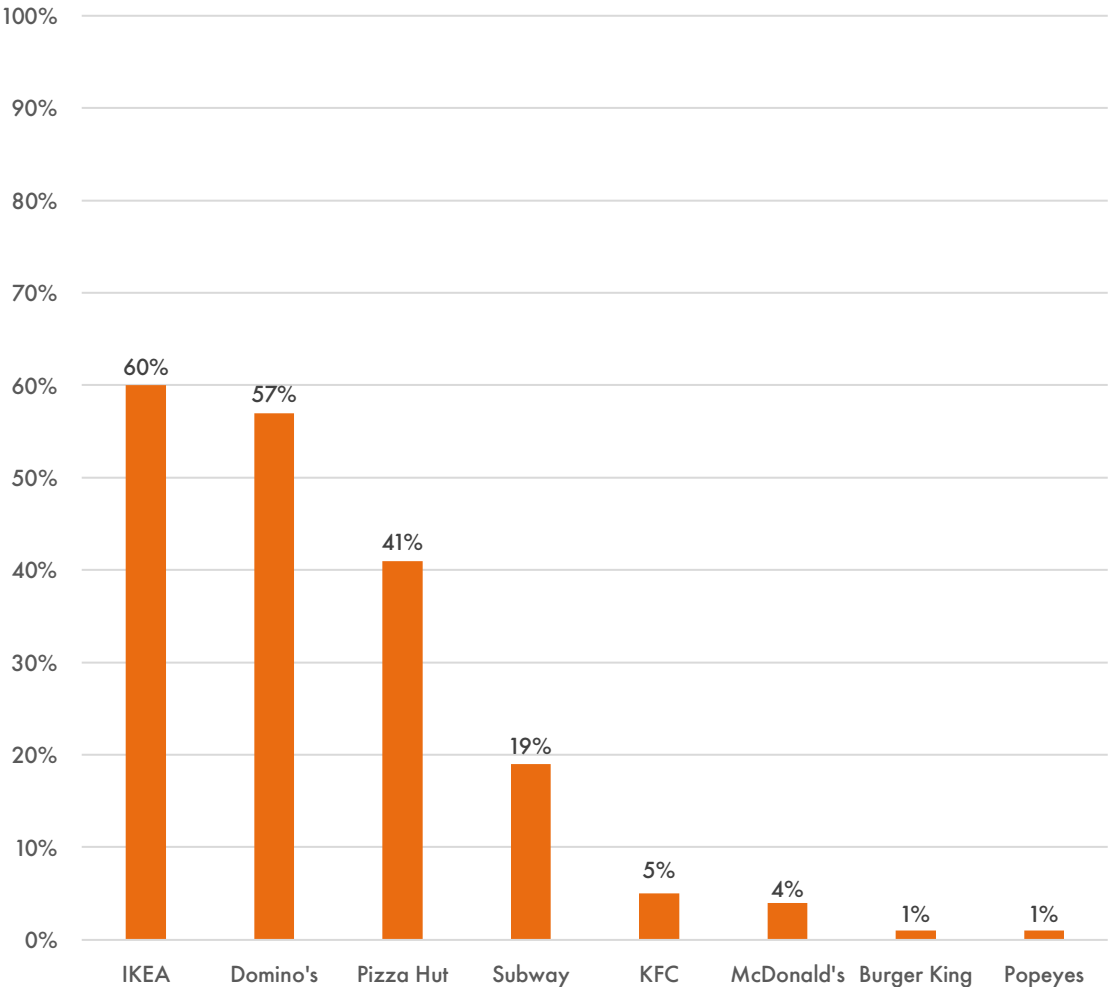
- **Limited progress across the industry:** The average score has declined from 18% in 2023 to 16% in 2025, with only one new ECC-aligned commitment and 75% of the companies still lacking a clear chicken welfare policy fully aligned with ECC. No company has fully implemented the ECC in Poland or publicly confirmed that 100% of its chicken meat meets ECC standards.
- **Limited transparency at the national level:** While some parent companies communicate globally, only three of the assessed brands provide information on chicken welfare on Polish websites. This limits awareness and understanding for Polish consumers.
- **Persistent inaction among most brands:** In 2025, four out of 12 companies scored 0%. National brands (Pasibus, Salad Story and Zahir Kebab) remain completely inactive, scoring 0% in all years. Major international brands (Burger King, Popeyes and Starbucks) also continue to score 1% or 0%, despite global resources and consumer expectations.



Figure: Industry brand overview based on assessed fast-food companies that made progress

Overall score of Polish fast-food companies on broiler chicken welfare

The score combines a company's commitments to improve chicken welfare with its progress in putting those commitments into action, based on the ECC criteria.



Industry brands with a 0% score



SaladStory
Urban Fresh



Poland’s performance is the one of the weakest in the EU

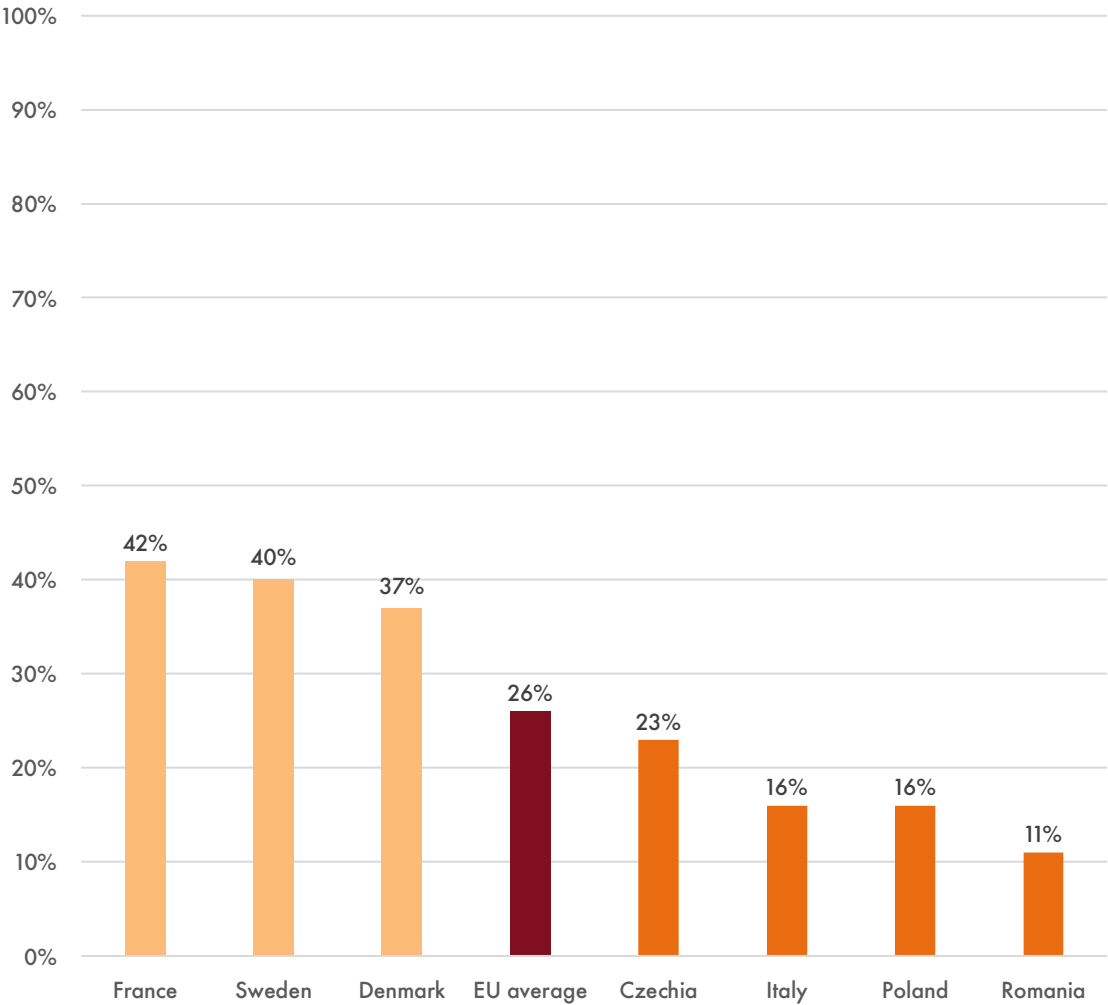
In 2025, *The Pecking Order* assessed fast-food companies across seven European markets, including Poland. Company scores within a country reflect the state of broiler chicken welfare in a country’s fast-food industry. All countries together reflect the state of affairs in the EU.

- There is an EU-wide increase in scores. The EU average rose to 26% in 2025, up from 22% in 2024. This improvement is also driven by positive developments in Czechia, Italy and France. The EU fast-food industry improved from “Very poor” to the “Poor” category.
- Poland has second lowest score among all countries, with an average industry score of 16% in 2025—down from 18% in 2023, highlighting both the urgency and the opportunity for action. Poland’s fast-food industry stays in the “Very poor” category.

Figure: Overview of the country results based on the fast-food industry scores in that country

The average fast-food industry score by country on broiler chicken welfare (2025)

Poland's fast-food industry scores one of the lowest on broiler chicken welfare among all assessed countries.



Ways forward for Poland

As a key player in Europe's broiler chicken market, Poland's fast-food industry has the opportunity and responsibility to improve welfare standards. Supporting higher welfare practices can reduce the suffering of billions of chickens and align with consumer expectations for a more humane food system, reflected on fast-food menus.

- **Companies: From commitment to action**

Fast-food companies must take visible steps to improve chicken welfare. Those without a commitment should begin developing policies aligned with the ECC criteria. For companies that already have commitments, the next step is to publish clear road maps and timelines for implementation.

- **Producers: Collaboration toward higher welfare supply chain**

Chicken producers are key to enabling progress. Fast-food chains require a consistent supply of higher welfare chicken, while producers need dedicated buyers to justify investment in better welfare systems. This mutual reliance highlights the need for collaboration.

- **Lawmakers: Driving change through legislation**

Voluntary action alone will not shift the industry. Poland and EU lawmakers must set clear, enforceable standards that apply to all companies. Aligning national legislation with ECC criteria and current animal welfare science can level the playing field, support producers during the transition and ensure progress benefits all chickens.

Humane World for Animals (formally known as Humane Society International) helps companies improve animal welfare within their supply chains, benefiting animals and preparing businesses for shifting consumer demands and legislation. Humane World for Animals also provides lawmakers expertise on farm animal welfare policy. Go to humaneworld.org to learn more or join us.

See pg. 53 for the Poland Executive Summary in Polish.





The Pecking Order 2025: Polska

The Pecking Order (TPO) zapewnia kompleksowy przegląd wyników branży fast food w zakresie dobrostanu kurcząt brojlerów, analizując wiodące sieci działające w Unii Europejskiej pod kątem postępów we wdrażaniu kryteriów The [European Chicken Commitment](#) (ECC). W 2025 roku oceniono siedem rynków europejskich, w tym Polskę.

Wyniki wskazują na postęp – z jasno określonymi ścieżkami rozwoju dla branży, producentów i prawodawców – ale także na firmy, które utknęły w martwym punkcie i muszą podjąć więcej działań. Podkreśla to ważną rolę sektora fast food w poprawie dobrostanu kurczaków w polskim sektorze kurczaków brojlerów.

Raport z 2025 roku ocenił 81 firm z rynków Danii, Czech, Francji, Włoch, **Polski**, Rumunii i Szwecji. W Polsce oceniono następujące firmy z branży fast food:



Wyniki branży fast food w Polsce

Polski przemysł fast food wykazuje stagnację i spadek dobrostanu kurcząt brojlerów. W 2025 r. średni ogólny wynik spadł do 16%, z 17% w 2024 r. i 18% w 2023 r., co wskazuje na minimalny postęp i brak przejrzystości w raportowaniu. Branża poczyniła jedynie ograniczony postęp od czasu objęcia ocean w ramach TPO w Polsce w 2023 r.

Pozytywne zmiany: Drobne kroki podejmowane przez kilka wiodących marek

- **Zobowiązania są nadal w mocy, ale pozostają ograniczone:** Tylko trzy firmy – Domino's, IKEA i Pizza Hut – podjęły zobowiązania dotyczące dobrostanu kurcząt zgodne z ECC. Domino's zobowiązało się do ich realizacji w Polsce w 2024 r., podczas gdy IKEA i Pizza Hut realizują zobowiązania podjęte na poziomie spółki macierzystej. Subway osłabił swoje zobowiązanie dotyczące kurcząt, nie stawiając już sobie osiągnięcia celu w założonym wcześniej okresie dotyczącego poprawy dobrostanu kurcząt.
- **Oznaki poprawy w zakresie przejrzystości:** Do 2025 r. 67% firm wspominało w jakimś stopniu o dobrostanie kurcząt na swoich globalnych i krajowych stronach internetowych. Firmy Domino's, IKEA i McDonald's komunikują się po polsku, a IKEA rozpoczęła komunikację na temat postępów we wdrażaniu w 2025 roku.
- **IKEA jest liderem w planowaniu i raportowaniu:** IKEA jest jedyną firmą, która publikuje mapę drogową. Mapa drogowa jest ważnym narzędziem do realizacji zobowiązań i zapewnienia konsumentów, że firma pracuje nad poprawą dobrostanu kurcząt. Domino's, IKEA i Subway to jedyne marki, które publicznie informują zarówno o swoich zobowiązaniach, jak i o pewnych postępach w ich wdrażaniu.

Negatywne zmiany: Brak działań na szczeblu krajowym i stagnacja w branży

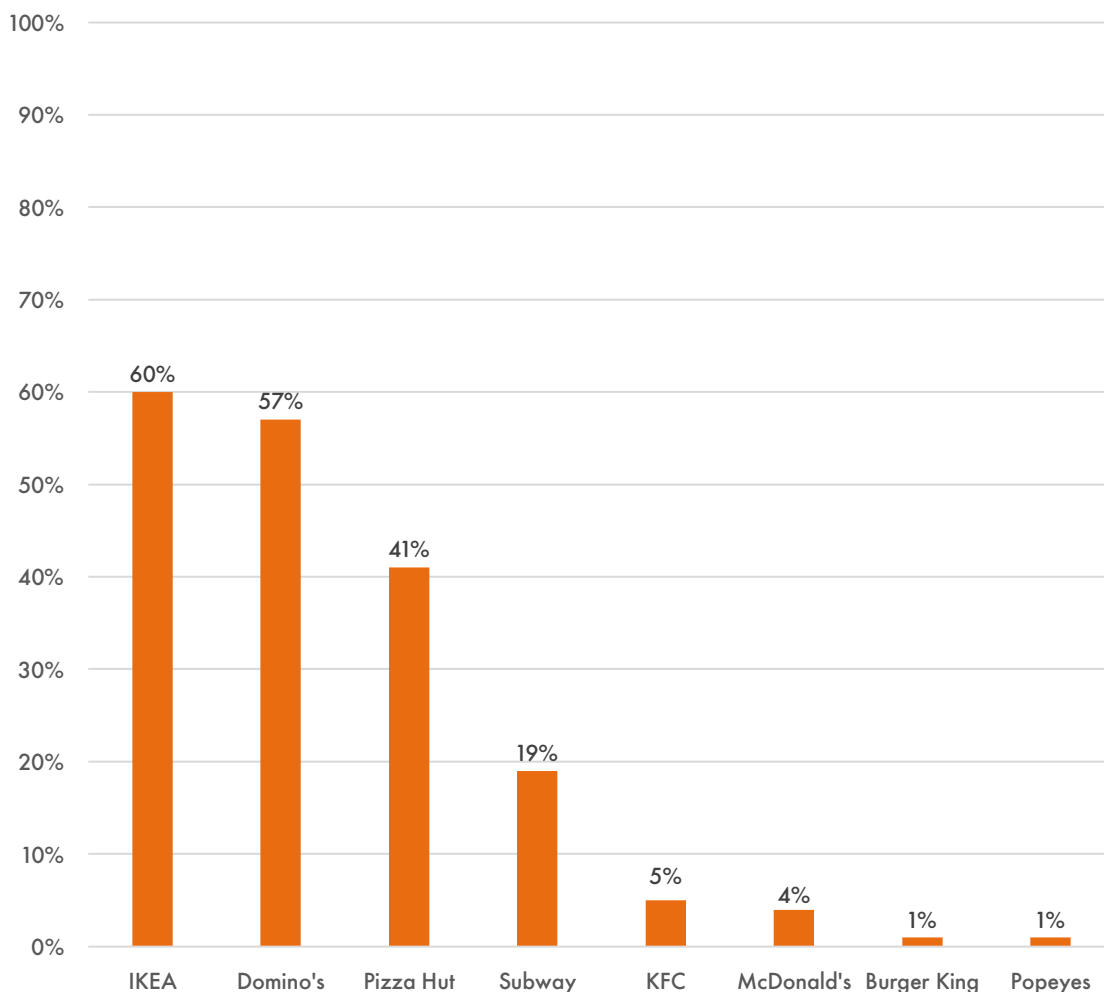
- **Ograniczony postęp w branży:** Średni wynik spadł z 18% w 2023 r. do 16% w 2025 r., przy czym tylko jedno nowe zobowiązanie jest zgodne z ECC, a 75% firm nadal nie ma jasnej polityki dobrostanu kurcząt w pełni zgodnej z ECC. Żadna firma w Polsce nie wdrożyła w pełni ECC ani nie potwierdziła publicznie, że 100% używanego przez nią mięsa drobiowego spełnia standardy ECC.
- **Ograniczona przejrzystość na poziomie krajowym:** Podczas gdy niektóre spółki macierzyste komunikują się globalnie, tylko trzy z ocenianych marek udostępniają informacje na temat dobrostanu kurcząt na swoich polskich stronach internetowych. Ogranicza to dostęp do informacji adresowanych do polskich konsumentów.
- **Utrzymująca się bierność większości marek:** W 2025 r. cztery z 12 firm uzyskały wynik 0%. Marki krajowe (Pasibus, Salad Story i Zahir Kebab) pozostają całkowicie nieaktywne, uzyskując wynik 0% we wszystkich latach. Główne marki międzynarodowe (Burger King, Popeyes i Starbucks) również nadal utrzymują wyniki na poziomie 1% lub 0%, pomimo globalnej struktury firmy i oczekiwań konsumentów.



Wykres: Przegląd marek na podstawie oceny firm z branży fast food, które odnotowały postęp

Ogólny wynik firm z branży fast food działających w Polsce w zakresie dobrostanu kurcząt brojlerów

Wynik stanowi połączenie zobowiązań firm dotyczących poprawy dobrostanu kurcząt brojlerów oraz postępów w realizacji tych zobowiązań, ocenianych na podstawie kryteriów ECC.



Marki, które osiągnęły 0%



SaladStory
urban fresh!



ZAHIR
KEBAB

Polska wśród krajów, które wypadają najłabiej w UE

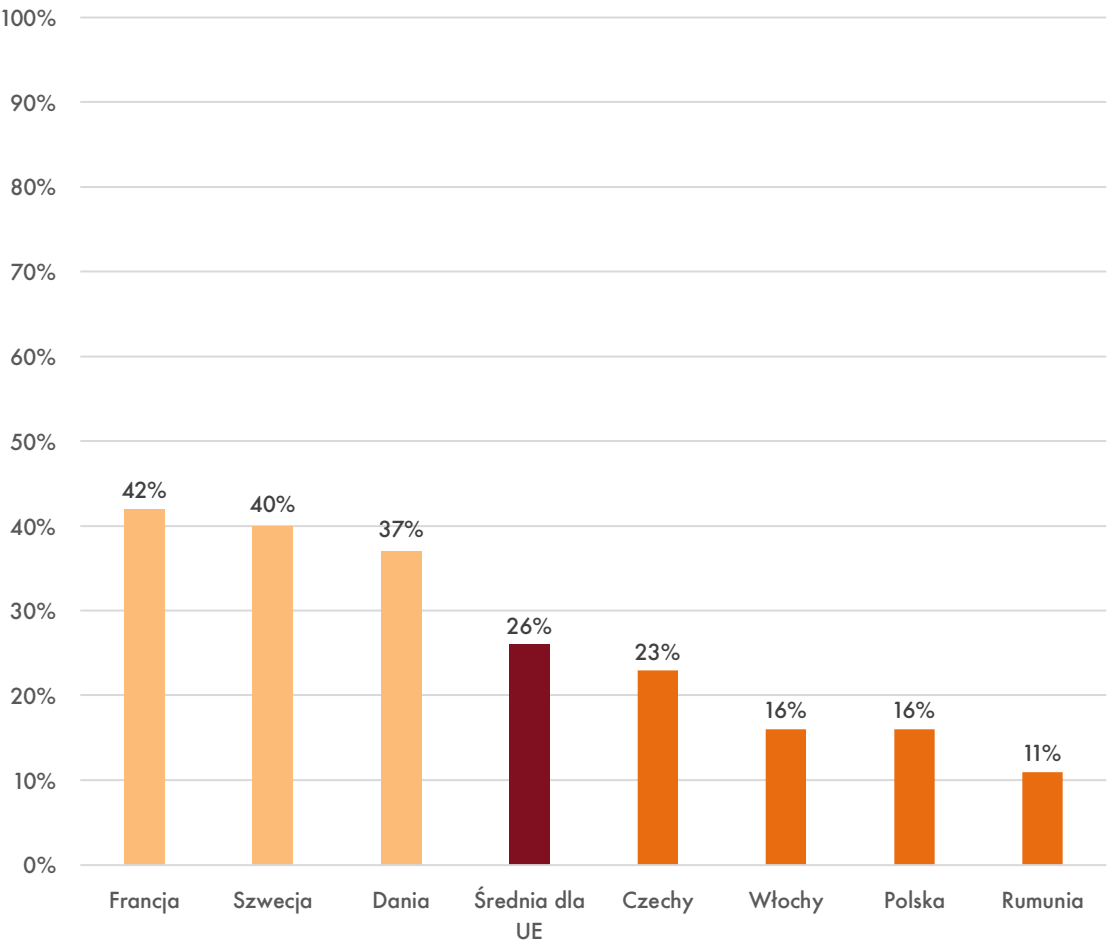
W 2025 roku The Pecking Order ocenił firmy z branży fast food na siedmiu rynkach europejskich, w tym w Polsce. Wyniki firm w danym kraju odzwierciedlają stan dobrostanu kurcząt brojlerów w branży fast food w danym kraju. Wszystkie kraje razem odzwierciedlają sytuację w UE.

- W całej UE odnotowano wzrost wyników. Średnia UE wzrosła do 26% w 2025 r., w porównaniu z 22% w 2024 r. Poprawa ta jest również spowodowana pozytywnymi zmianami w Czechach, Włoszech i Francji. Branża fast food w UE poprawiła swoją ocenę z kategorii „Bardzo słaba” na „Słaba”.
- Polska ma drugi najniższy wynik wśród wszystkich krajów, ze średnią oceną branży na poziomie 16% w 2025 r. – w porównaniu z 18% w 2023 r., co podkreśla zarówno pilną potrzebę podjęcia działań. Branża fast food w Polsce pozostaje w kategorii „Bardzo słaba”.

Rysunek: Przegląd wyników krajowych na podstawie ocen branży fast food w danym kraju

Średni wynik branży fast food według krajów w zakresie dobrostanu kurcząt brojlerów (2025)

Branża fast food w Polsce uzyskała jeden z najniższych wyników w zakresie dobrostanu kurcząt brojlerów spośród wszystkich ocenianych krajów.



Co dalej powinno stać się w Polsce

Jako kluczowy gracz na europejskim rynku kurcząt brojlerów, polski przemysł fast food ma obowiązek poprawy standardów ich dobrostanu. Wspierając przejście na praktyki zapewniające wyższy poziom dobrostanu, branża może pomóc w zmniejszeniu cierpienia milionów kurcząt i dostosować się do oczekiwań konsumentów oraz wyników badań naukowych dotyczących dobrostanu, aby stworzyć bardziej humanitarny system żywnościowy, widoczny w menu sieci fast food.

- **Firmy: Od zaangażowania do działania**

Firmy fast food muszą podjąć konkretne kroki w celu poprawy dobrostanu kurcząt. Te, które nie są jeszcze zaangażowane w ten proces, powinny rozpocząć opracowywanie polityk zgodnych z kryteriami ECC. Dla firm, które już podjęły zobowiązania, kolejnym krokiem jest opublikowanie przejrzystych planów działania i harmonogramu ich wdrażania.

- **Producenci: Współpraca na rzecz łańcucha dostaw o wyższym dobrostanie**

Producenci kurcząt są kluczowi w poprawie dobrostanu. Sieci fast food wymagają stałych dostaw kurcząt o wyższym dobrostanie, zaś producenci potrzebują zaangażowanych nabywców, aby uzasadnić inwestycje w poprawę dobrostanu. Ta zależność podkreśla potrzebę współpracy.

- **Ustawodawcy: Wprowadzenie zmian poprzez przepisy prawne**

Dobrowolność w podejmowaniu działań nie zmieni branży. Polscy i unijni ustawodawcy muszą ustanowić przejrzyste, egzekwowalne standardy, które będą miały zastosowanie w odniesieniu do wszystkich firm. Dostosowanie przepisów krajowych do kryteriów ECC i aktualnej wiedzy naukowej na temat dobrostanu zwierząt może wyrównać szanse, wesprzeć producentów w okresie transformacji i zapewnić, że postęp przyniesie korzyści wszystkim kurczętom.

Humane World for Animals pomaga firmom w poprawie dobrostanu zwierząt w ich łańcuchach dostaw. To wsparcie przynosi korzyści zwierzętom i przygotowuje firmy do zmieniających się wymagań konsumentów i przepisów. Ponadto oferujemy ustawodawcom wiedzę i doświadczenie w zakresie polityki dobrostanu zwierząt hodowanych. Odwiedź stronę humaneworld.org, aby dowiedzieć się więcej już teraz.





The Pecking Order 2025: Romania

The Pecking Order (TPO) provides a comprehensive overview of the fast-food industry's performance in broiler chicken welfare by analyzing leading chains operating in the European Union on their progress toward meeting the science-based criteria of the [European Chicken Commitment](#) (ECC). In 2025 it evaluated seven European markets, including Romania.

The findings reveal progress—with clear paths forward for industry, producers and lawmakers, but also reveal companies that have stagnated and need to do more. It underscores the fast-food sector's important role in enhancing chicken welfare within Romania's broiler chicken industry.

The 2025 report assessed 81 companies covering the markets of Denmark, Czechia, France, Italy, Poland, **Romania** and Sweden. The following companies were evaluated in Romania's fast-food industry:



Results of Romania's fast-food industry

The Romanian fast-food industry shows stagnation and decline in broiler chicken welfare. In 2025, the average overall score dropped to 11%, down from 14% in 2024 and 17% in 2023, indicating minimal progress and transparency. The industry has made only limited progress since TPO assessments began in Romania in 2023.

Positive developments: Small steps by a few leading brands

- **Commitments exist, but remain limited:** Only two companies—IKEA and Pizza Hut—have made chicken welfare commitments aligned with ECC. These are made at the parent company level. Subway weakened its chicken commitment by no longer setting a time-bound goal to improve chicken welfare.
- **Some signs of improved transparency:** By 2025, half of the companies mention chicken welfare to some extent on their global websites. IKEA and Subway are the only brands reporting publicly on both their commitments and some progress toward implementation.
- **IKEA leads in planning and reporting:** IKEA is the only company to publish a road map. A road map serves as an important tool for achieving commitments and reassuring consumers that the company is working on chicken welfare. In 2025, IKEA began reporting on its progress, making it one of only two brands scoring in both pillars.

Negative developments: Lack of national action and industry-wide stagnation

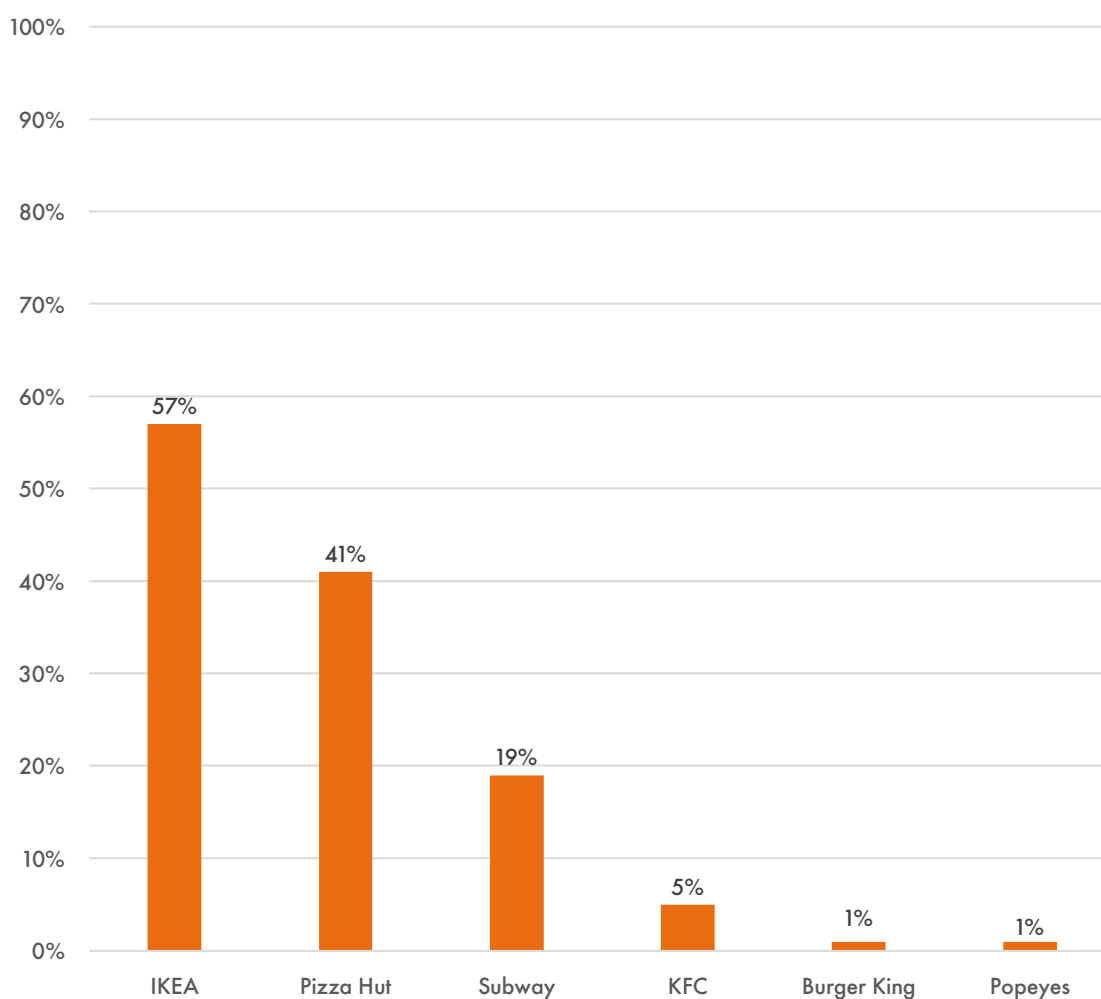
- **Limited progress across the industry:** The average score has declined from 17% in 2023 to 11% in 2025, with no new ECC-aligned commitments and 83% of the companies still lacking a clear chicken welfare policy fully aligned with ECC. No company has fully implemented the ECC in Romania or publicly confirmed that 100% of its chicken meat meets ECC standards.
- **Minimal transparency at the national level:** While some parent companies communicate globally, none of the assessed brands provide information on chicken welfare on Romanian websites. This limits awareness and understanding for Romanian consumers.
- **Persistent inaction among most brands:** In 2025, six out of 12 companies scored 0%. National brands (5 to go, Salad Box, Spartan) remain completely inactive, scoring 0% in all years. Major international brands (Domino's, McDonald's, Starbucks) also continue to score 0%, despite global resources and consumer expectations.



Figure: Industry brand overview based on assessed fast-food companies that made progress

Overall score of Romanian fast-food companies on broiler chicken welfare

The score combines a company's commitments to improve chicken welfare with its progress in putting those commitments into action, based on the ECC criteria.



Industry brands with a 0% score



SALAD B°X



Romania’s performance is the weakest in the EU

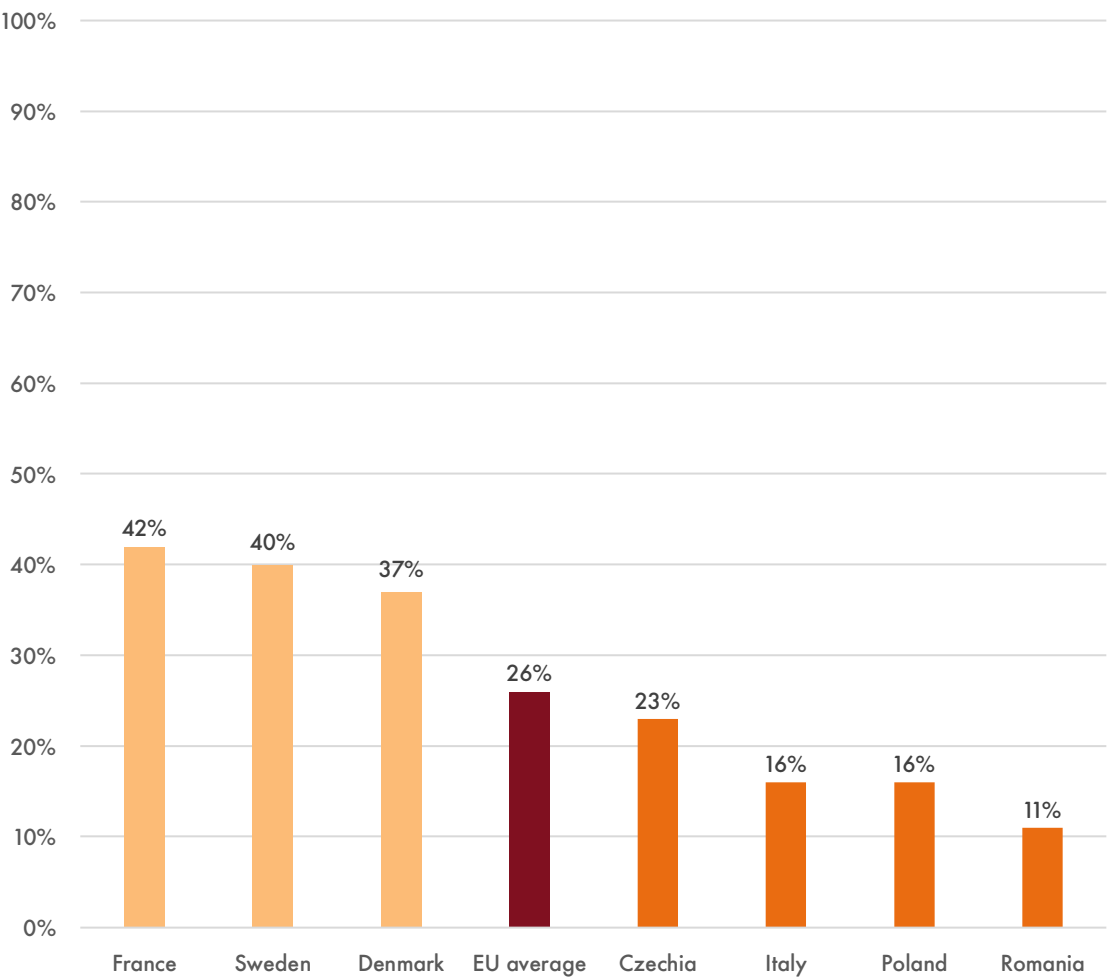
In 2025, *The Pecking Order* assessed fast-food companies across seven European markets, including Romania. Company scores within a country reflect the state of broiler chicken welfare in a country’s fast-food industry. All countries together reflect the state of affairs in the EU.

- There is an EU-wide increase in scores. The EU average rose to 26% in 2025, up from 22% in 2024. This improvement is also driven by positive developments in Czechia, Italy and France. The EU fast-food industry improved from “Very poor” to the “Poor” category.
- Romania has the lowest score among all countries, with an average industry score of 11% in 2025—down from 17% in 2023, highlighting both the urgency and the opportunity for action. Romania’s fast-food industry stays in the “Very poor” category.

Figure: Overview of the country results based on the fast-food industry scores in that country

The average fast-food industry score by country on broiler chicken welfare (2025)

Romania’s fast-food industry scores lowest on broiler chicken welfare among all assessed countries.



Ways forward for Romania

As a key player in Europe's broiler chicken market, Romania's fast-food industry has the opportunity and responsibility to improve welfare standards. Supporting higher welfare practices can reduce the suffering of billions of chickens and align with consumer expectations for a more humane food system, reflected on fast-food menus.

- **Companies: From commitment to action**

Fast-food companies must take visible steps to improve chicken welfare. Those without a commitment should begin developing policies aligned with the ECC criteria. For companies that already have commitments, the next step is to publish clear road maps and timelines for implementation.

- **Producers: Collaboration toward higher welfare supply chain**

Chicken producers are key to enabling progress. Fast-food chains require a consistent supply of higher welfare chicken, while producers need dedicated buyers to justify investment in better welfare systems. This mutual reliance highlights the need for collaboration.

- **Lawmakers: Driving change through legislation**

Voluntary action alone will not shift the industry. Romanian and EU lawmakers must set clear, enforceable standards that apply to all companies. Aligning national legislation with ECC criteria and current animal welfare science can level the playing field, support producers during the transition and ensure progress benefits all chickens.

Humane World for Animals (formally known as Humane Society International) helps companies improve animal welfare within their supply chains, benefiting animals and preparing businesses for shifting consumer demands and legislation. Humane World for Animals also provides lawmakers expertise on farm animal welfare policy. Go to humaneworld.org to learn more or join us.

See pg. 63 for the Romania Executive Summary in Romanian.





The Pecking Order 2025: România

The Pecking Order (TPO) oferă o imagine de ansamblu completă asupra performanțelor industriei fast-food în ceea ce privește bunăstarea puilor broiler, analizând principalele lanțuri care își desfășoară activitatea în Uniunea Europeană și progresul lor în îndeplinirea criteriilor științifice din [Angajamentul European pentru Pui \(European Chicken Commitment - ECC\)](#) (ECC). În 2025, evaluarea a acoperit șapte piețe europene, inclusiv România.

Rezultatele arată că s-au făcut progrese - cu direcții clare de urmat pentru industrie, producători și legiuitori, dar și că unele companii au stagnat și trebuie să depună mai mult efort. Aceste concluzii subliniază rolul important pe care îl joacă sectorul fast-food în îmbunătățirea aspectelor legate de bunăstare pentru industria puilor broiler din România.

Raportul din 2025 a analizat 81 de companii ce operează pe piețele din Danemarca, Cehia, Franța, Italia, Polonia, **România** și Suedia. În România, analiza din sectorul fast-food a inclus următoarele companii:



Rezultate pentru industria fast-food din România

Bunăstarea puilor broiler rămâne neglijată în industria fast-food din România, unde tendințele indică stagnare sau chiar regres. În 2025, scorul mediu general a scăzut la 11%, față de 14% în 2024 și 17% în 2023, ceea ce subliniază stagnarea progresului și lipsa de transparență în comunicare. De la începutul evaluărilor TPO în România, în 2023, industria a înregistrat doar progrese modeste.

Evoluții favorabile: Progrese mici realizate de câteva branduri de referință

- **Există angajamente, însă impactul lor rămâne redus:** Doar două companii – IKEA și Pizza Hut – și-au asumat angajamente privind bunăstarea puilor, în conformitate cu standardele ECC. Acestea sunt luate la nivelul companiei-mamă. Subway a redus din fermitatea angajamentului său privind bunăstarea puilor, nefiind precizat un termen limită pentru îmbunătățirea condițiilor acestora.
- **Indicii privind o mai bună transparență:** Până în 2025, jumătate dintre companii menționează bunăstarea puilor într-o anumită măsură pe site-urile lor internaționale. Doar IKEA și Subway oferă transparență publică în privința angajamentelor asumate și a unor progrese realizate în direcția implementării acestora.
- **IKEA este lider în planificare și raportare:** A rămas singura companie care a publicat o fișă de progres. O astfel de fișă reprezintă un instrument esențial pentru realizarea angajamentelor și pentru a oferi consumatorilor siguranța că bunăstarea puilor este o prioritate pentru companie. În 2025, IKEA a demarat raportarea progreselor sale, plasându-se astfel între cele două branduri care au fost evaluate pozitiv în ambii piloni.

Evoluții nefavorabile: Lipsa acțiunii la nivel național și stagnarea la nivelul întregii industrii

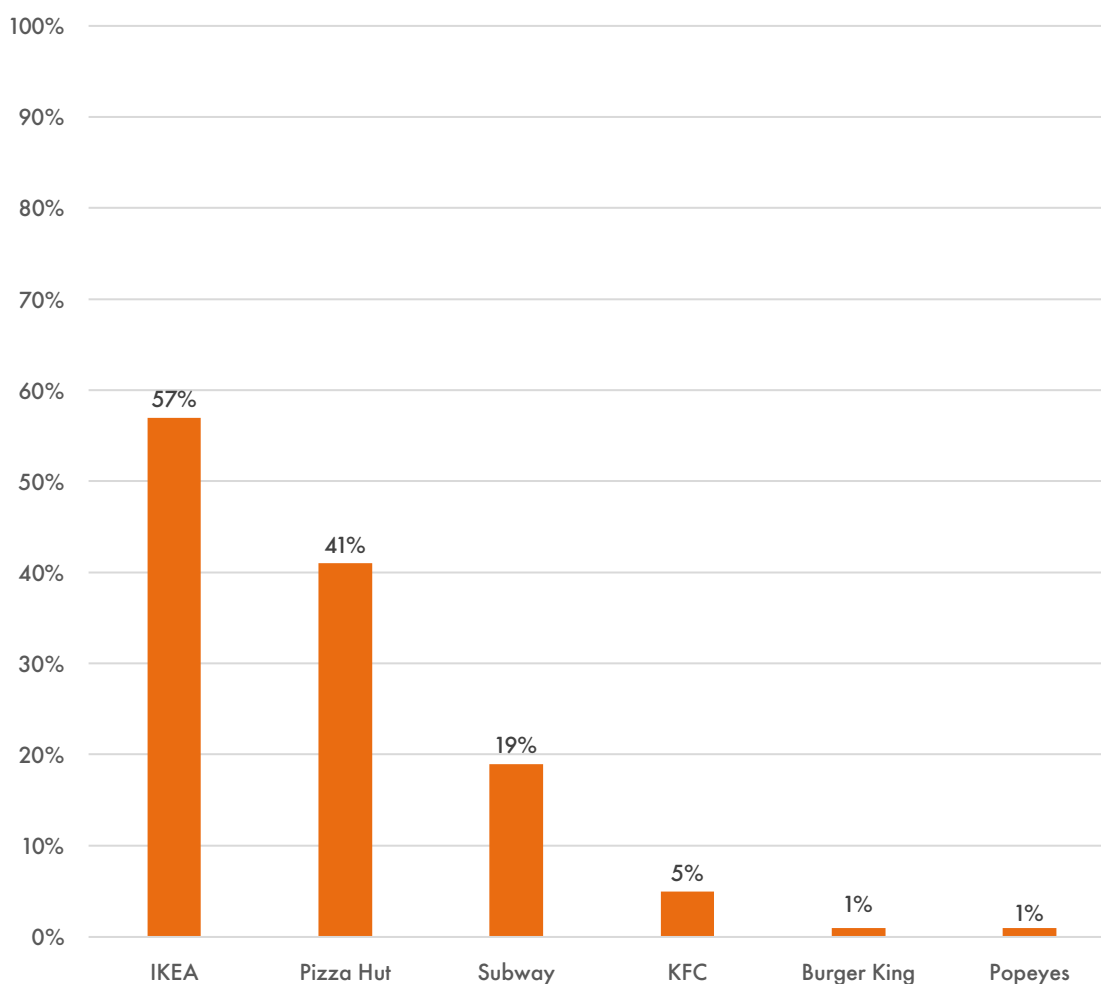
- **Progrese modeste în întreaga industrie:** Scorul mediu a scăzut de la 17% în 2023 la 11% în 2025, fără angajamente noi aliniate la ECC, iar 83% dintre companii încă nu au o politică clară privind bunăstarea puilor, care să fie integral conformă cu criteriile ECC. Nicio companie din România nu a implementat integral standardele ECC și nici nu a confirmat public că 100% din carnea de pui folosită respectă aceste criterii.
- **Transparență minimă la nivel național:** Deși unele companii-mamă comunică la nivel internațional, niciunul dintre brandurile evaluate nu oferă informații privind bunăstarea puilor pe site-urile dedicate pieței din România. Această lipsă de comunicare restrânge nivelul de informare și înțelegere pentru consumatorii din România.
- **Întârziere constantă în luarea de măsuri din partea majorității brandurilor:** În 2025, șase dintre cele 12 companii au obținut un scor de 0%. Brandurile naționale (5 to go, Salad Box, Spartan) nu au înregistrat nicio activitate, menținând un scor de 0% pe parcursul tuturor anilor evaluați. Marile branduri internaționale (Domino's, McDonald's, Starbucks) continuă să obțină scoruri de 0%, în pofida resurselor la nivel internațional și așteptărilor consumatorilor.



Imagine: Prezentare generală a brandurilor din industrie, bazată pe companiile de tip fast-food evaluate și care au înregistrat progrese

Scorul general al companiilor de tip fast-food din România privind bunăstarea puilor broiler

Scorul combină angajamentele unei companii de a spori bunăstarea puilor cu progresele făcute în punerea în aplicare a acestor angajamente, conform criteriilor ECC.



Branduri din industrie cu un scor de 0%



SALAD B°X



România înregistrează cea mai scăzută performanță la nivelul UE

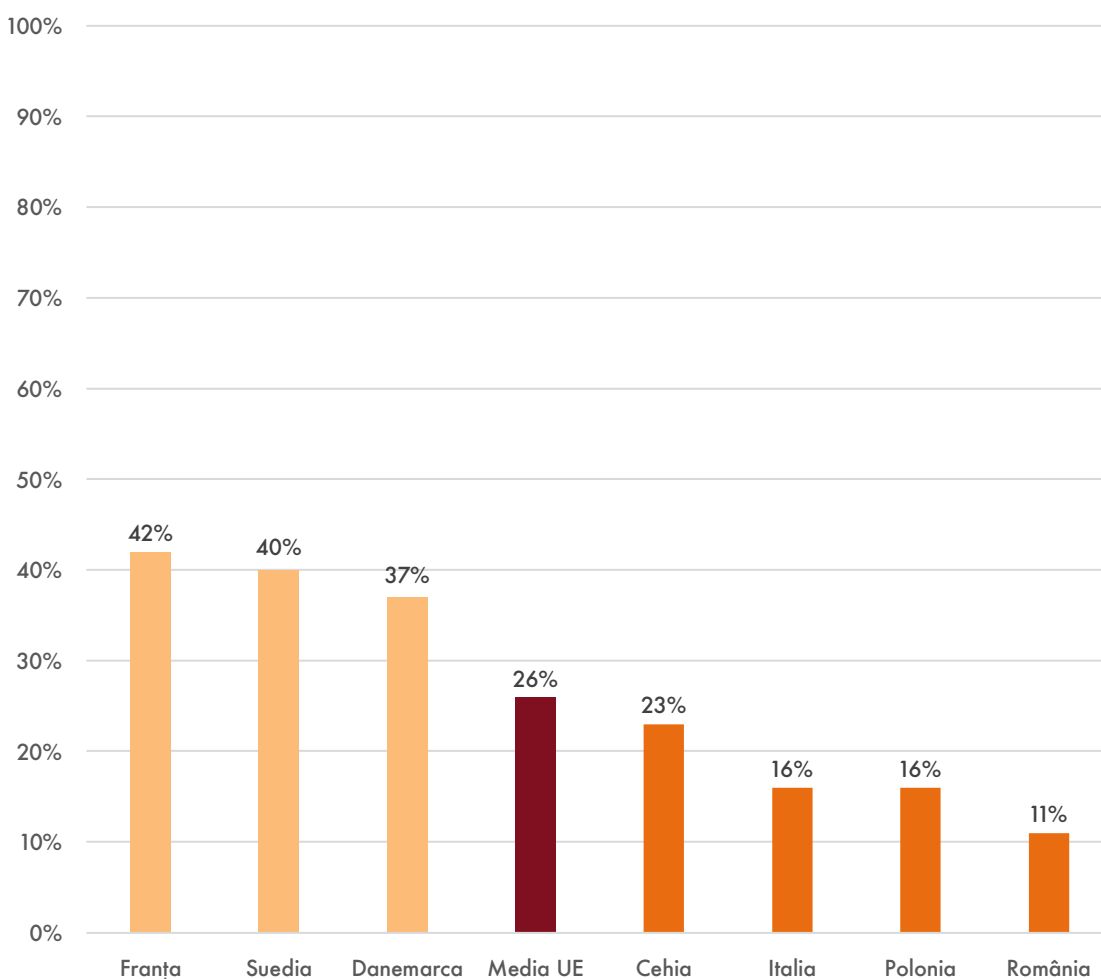
În 2025, *The Pecking Order* a evaluat companii de tip fast-food pe șapte piețe europene, inclusiv România. Scorurile obținute de companiile dintr-o țară reflectă nivelul bunăstării puilor broiler folosiți în industria fast-food din acea țară. Toate țările împreună reflectă situația actuală din UE.

- Se înregistrează o creștere a scorurilor la nivelul întregii UE. Scorul mediu în UE a crescut la 26%, comparativ cu 22% în 2024. Această îmbunătățire este determinată și de evoluțiile pozitive din Cehia, Italia și Franța. Industria fast-food din UE a arătat semne clare de îmbunătățire, trecând de la categoria „Foarte slab” la categoria „Slab”.
- România înregistrează cel mai mic scor dintre toate țările, cu un punctaj mediu al industriei de 11% în 2025, în scădere față de punctajul de 17% obținut în 2023, ceea ce evidențiază urgența, dar și oportunitatea de a acționa. Industria fast-food din România continuă să fie clasificată în categoria „Foarte slab”.

Imagine: Prezentare generală a rezultatelor pe țară, pe baza scorurilor din industria fast-food din fiecare țară

Scorul mediu al industriei fast-food în funcție de țară privind bunăstarea puilor broiler (2025)

Industria fast-food din România are cele mai slabe rezultate privind bunăstarea puilor, dintre toate țările evaluate



Căi de urmat pentru România

În calitate de jucător-cheie pe piața europeană a puilor broiler, industria fast-food din România are oportunitatea și responsabilitatea de a crește nivelul standardelor de bunăstare. Promovarea unor practici de bunăstare superioară poate reduce suferința a miliarde de pui și răspunde așteptărilor consumatorilor, oferind astfel un sistem alimentar mai etic, reflectat în meniurile fast-food.

- **Companii: Transformarea angajamentelor în acțiune**

Companiile de tip fast-food trebuie să facă pași concreți pentru a spori nivelul de bunăstare a puilor. Cele care nu și-au asumat un angajament, ar trebui să înceapă să elaboreze politici aliniate cu criteriile ECC. Companiile cu angajamente deja asumate trebuie să facă următorul pas: să publice fișe de progres și termene clare pentru implementare.

- **Producători: Efort comun către un lanț de aprovizionare cu standarde mai ridicate de bunăstare**

Progresul depinde de implicarea crescătorilor de pui. Lanțurile de fast-food au nevoie de o aprovizionare constantă cu pui crescuți în medii cu standarde mai ridicate de bunăstare, în timp ce producătorii au nevoie de cumpărători dedicați pentru a justifica investițiile în sisteme de bunăstare superioare. Această interdependență scoate în evidență necesitatea unei colaborări strânse.

- **Legiuitori: Legislația ca motor al schimbării**

Schimbarea reală în această industrie necesită mai mult decât inițiative voluntare. Legiuitorii din România și din UE trebuie să stabilească standarde clare, aplicabile tuturor companiilor. Alinierea legislației naționale la criteriile ECC și la cele mai recente cercetări în materie de bunăstare a animalelor poate crea un teren de joc echitabil, poate sprijini producătorii în procesul de schimbare și poate garanta un progres care să avantajeze toți puii.

Humane World for Animals - denumită anterior Humane Society International - susține companiile să crească nivelul de bunăstare pentru animalele din lanțurile de aprovizionare, în beneficiul acestora, dar și pentru a ajuta afacerile să se adapteze cerințelor consumatorilor și legislației aflate în schimbare. De asemenea, Humane World for Animals pune la dispoziția legiuitorilor expertiză privind politicile de bunăstare a animalelor de fermă. Accesați humaneworld.org pentru mai multe informații sau implicați-vă alături de noi.





The Pecking Order 2025: Sweden

The Pecking Order Benchmark is an initiative developed by a coalition of animal welfare non-governmental organizations. Its primary objective is to evaluate the commitments made by fast-food chains regarding chicken welfare. In 2025, a total of **27 food service companies** were assessed across seven European markets: Czech Republic, Denmark, France, Italy, Poland, Romania, and **Sweden**.

The methodology applied in this benchmark is based on the **European Chicken Commitment (ECC)**. Further details on the ECC are available <https://welfarecommitments.com/europeletter/>.

It is important to note that the assessment is derived from a selected sample of fast-food chains and should not be interpreted as a comprehensive representation of all chains operating within the country.

For the 2025 report in Sweden, the following fast-food chains were included in the assessment:



Methodology

For the assessment, a sustainability consultancy, **Cronos**, analyzed data obtained from the selected fast-food companies' official websites. Only information publicly available up until 31st of May was included in the review.

The assessment is structured around two pillars:



Pillar 1 – Commitments & Targets



Pillar 2 – Performance Reporting

Each pillar is assigned a tier, and an overall tier is then determined based on the combined results of both pillars. See the illustration below:

Table: Tier and Grade percentage thresholds

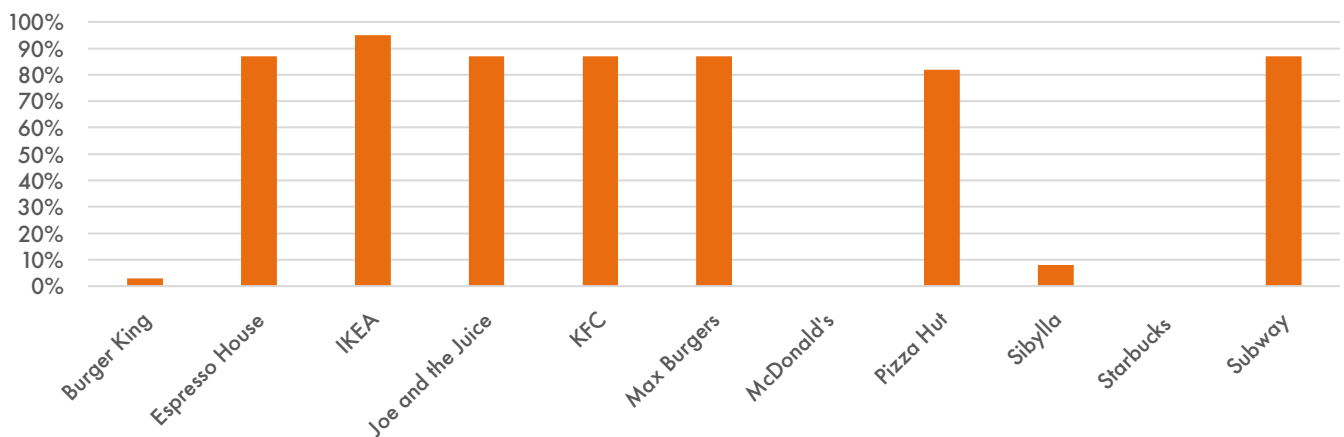
Tier		Grade	Percentage bands
6		Very poor	0–25
5		Poor	26–49
4		Getting started	50–59
3		Making progress	60–75
2		Good	76–85
1		Leading	86–100



Results

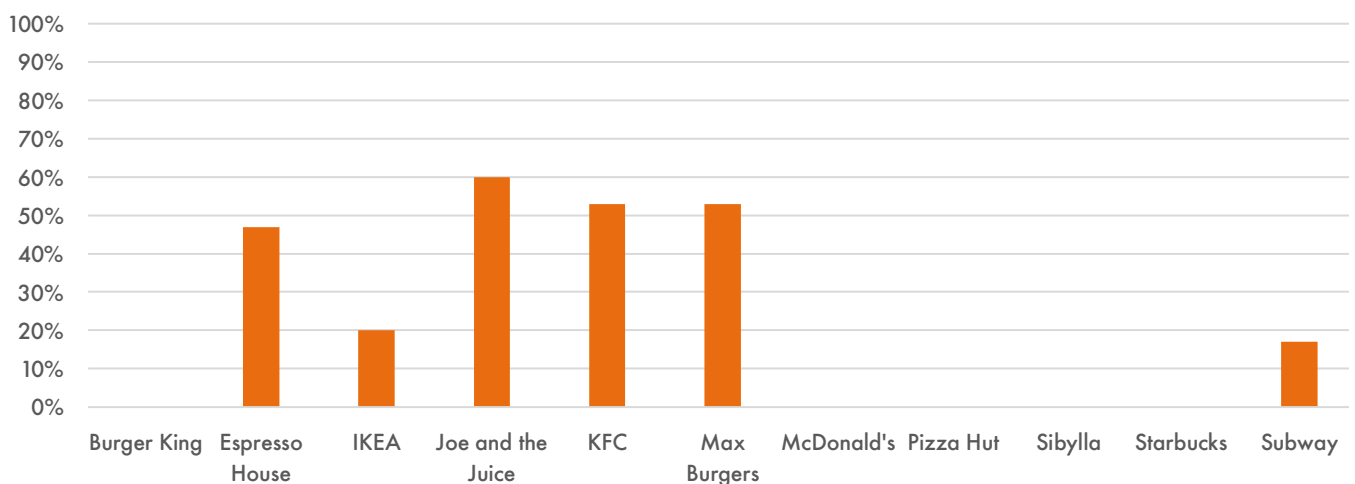
Most companies have established commitments and targets that are assessed as “Good” or “Leading”. Seven out of eleven companies have set commitments and targets considered to be good, with one company (**IKEA**) exceeding the leading standard. A small number of companies have not set any commitments at all, while others have only established minimal commitments.

Figure: Commitments and targets pillar score



Two companies, **KFC** and **Max Burgers**, were assessed as being at the “Getting Started” stage of performance reporting. Only one company, **Joe & the Juice**, achieved the grade of “Making Progress” in performance reporting.

Figure: Commitments and targets pillar score



Overall, Sweden ranks as the second-best performing country, following France, among those assessed in the 2025 Pecking Order Benchmark.

See pg. 71 for the Sweden Executive Summary in Swedish.





The Pecking Order 2025: Sverige

Pecking Order Benchmark är ett initiativ som utvecklats av en koalition av djurskyddsorganisationer. Det primära syftet är att utvärdera de åtaganden som snabbmatskedjor har gjort gällande kycklingvälfärd.

År 2025 granskades totalt **27 företag inom food service-sektorn** på sju europeiska marknader: Tjeckien, Danmark, Frankrike, Italien, Polen, Rumänien och Sverige.

Metodiken som används i denna benchmark baseras på **European Chicken Commitment (ECC)**. Mer information om ECC finns <https://welfarecommitments.com/europeletter/>.

Det är viktigt att notera att bedömningen baseras på ett urval av snabbmatskedjor och inte ska tolkas som en heltäckande representation av alla kedjor som verkar i landet.



Metodik

För bedömningen analyserade hållbarhetskonsulten **Cronos** data som hämtats från de utvalda snabbmatsföretagens officiella webbplatser. Endast information som var offentligt tillgänglig fram till den 31 maj inkluderades i granskningen.

Bedömningen är strukturerad kring två pelare:



Pelare 1: Åtaganden och mål



Pelare 2: Rapportering av resultat

Varje pelare tilldelas en nivå, och en övergripande nivå bestäms sedan baserat på de kombinerade resultaten från båda pelarna. Se illustrationen nedan:

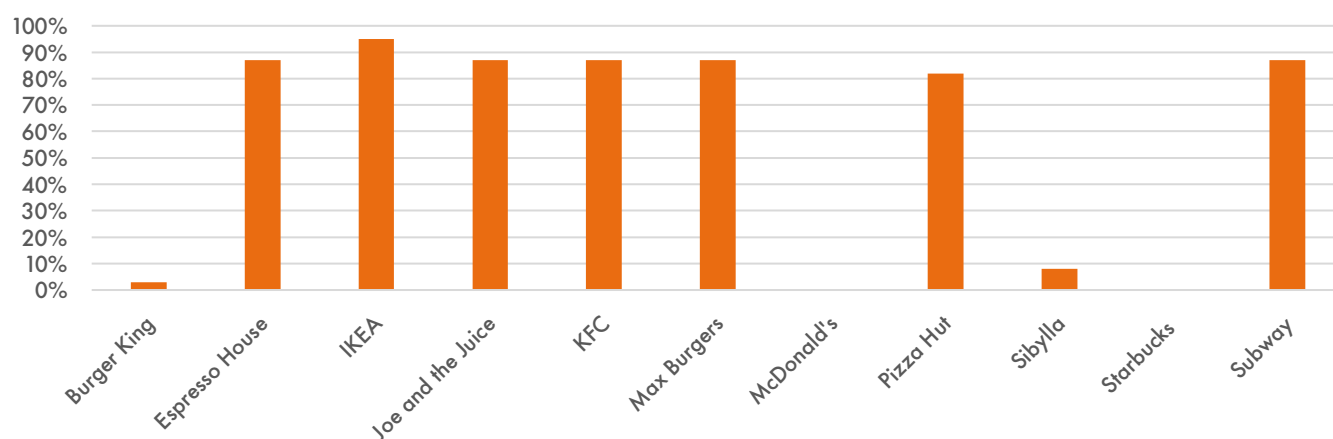
Nivå		Betyg	Procentintervall
6		Mycket Dålig	0-25
5		Dålig	26-49
4		Kommit igång	50-59
3		Framsteg	60-75
2		Bra	76-85
1		Ledande	86-100



Resultat

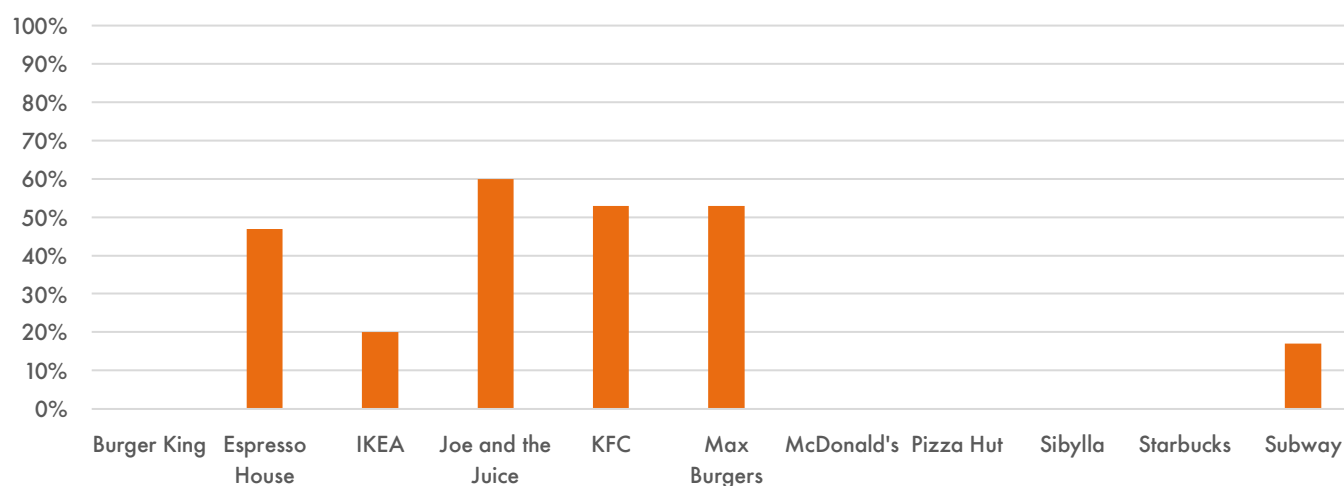
De flesta företag har etablerat åtaganden och mål som bedöms som "Bra" eller "Ledande". Sju av elva företag (cirka 64 %) har satt åtaganden och mål som anses vara bra, och ett företag (IKEA, cirka 9 %) överträffar den ledande standarden. Ett fåtal företag har inte satt några åtaganden alls, medan andra endast har etablerat minimala åtagand.

Figur: Åtaganden och mål



Två företag, **KFC** och **Max Burgers**, bedömdes vara på nivån "Kommit igång" när det gäller rapportering av resultat. Endast ett företag, **Joe & the Juice**, uppnådde nivån "Framsteg" i rapporteringen.

Figur: Rapportering av resultat



Sammanfattningsvis rankas Sverige som det nästa bästa presterande landet, efter Frankrike, bland de som bedömts i Pecking Order Benchmark 2025.



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