

Pets at Home

Human Rights and Modern Slavery Statement 2026

This is the Pets at Home Group’s tenth statement made under section 54 of the Modern Slavery Act 2015 (‘Act’) and constitutes our Group Modern Slavery Act Statement for the financial year 2025/26. It outlines the key activities we have undertaken during the year and aims to provide information to demonstrate our commitment as a responsible business to reduce the risks of modern slavery. We take seriously any allegation of human rights abuse in all its forms in any part of our organisation or our supply chain.

We recognise our responsibility to face into this global problem that tragically affects millions of people. We acknowledge that it is a complex issue, and we have risks across our business and supply chains which we are working to mitigate. Ensuring that all people in our business and supply chains are treated with dignity and respect is one way that we can deliver our purpose of ‘creating a better world for pets and the people who love them’. Our focus this year has continued to be on conducting specialist in-house audits of existing and prospective factories following investment in additional in-house expertise in 2024. We assess ourselves against the latest guidance including “Transparency in supply chains”, published by the Home Office in 2025, and the Independent Anti-Slavery Commissioner (IASC) Maturity Framework.

About Us

Pets at Home Group PLC is the UK’s leading pet care business.

We cater for a variety of pet types at [460] well located pet care centres nationwide and online and offer a wide variety of pet products and pet care services for every stage of life to ensure we cater for all pet needs. Pet food and pet accessory products are available online or from our 460 pet care centres, 339 of which includes a grooming salon. Pets at Home operates the largest branded network of veterinary practices in the UK, with a total of 407 practices made up of Joint Venture and company managed practices. We also offer round-the-clock veterinary telehealth advice and triage so clients can access all their pet healthcare needs whenever they need to. More than 17,000 colleagues are employed either directly or indirectly (via Joint Venture Companies). We operate one owned national distribution centre and operate a fleet of leased HGVs and vans. Our growing home delivery network is supported by carefully selected carrier partners.

Pet Care Centres	Grooming salons	Small animal veterinary practices	Products in our extended online range
460	339	407	>16,000

Our Vision

To build the world’s best pet care platform

Integrated	Omnichannel	Consumer-centric
A unified blend of products, services and advice	Seamlessly connected	An unrivalled experience
- Nutrition - Accessories - Preventative Care - Curative Healthcare - Grooming & Wellbeing - Adjacencies	- Physical pet care centres and practices - Virtual consultations - Digital advice and support - E-commerce, click & collect - E-pharmacy and telemedicine	- Seamless and frictionless - Easy and enjoyable - Targeted and personalised - Simple, unified experience across app, online, physical and virtual
Delivering economies of scope	Driving economies of scale	Fueling consumer and revenue growth

Colleagues across the group

17,000+
Our Supply Chain

Regional Sourcing Office in Hong Kong

1

UK Support Office in Handforth

1

Own Operations Distribution Centre located in Stafford

1

We have a clear supplier strategy which supports our commitment to responsible sourcing:

1. We carefully select business partners who share our values and commitment to uphold and continuously improve labour and environmental standards.
2. We seek to build long term stable supplier relationships and use our buying power to influence improvements in workplace and supply chain standards.
3. We set clear expectations for supplier standards and provide guidance and support to help our supplier partners to achieve these standards.

126

Suppliers of Pets at Home own label products

181

Unique manufacturing sites

19

Sourcing countries

Country location of own label sites:

Country	No of manufacturing sites	27,000	50%**	30%*
China	102	Over 27,000 workers in the first tier of our own label supply chain	Over 50% of workers in the first tier of our own label supply chain are female	Over 30% of workers in the first tier of our own label supply are migrant workers*. In addition, approximately 3.7% are temporary, agency or seasonal
United Kingdom	42			
Germany	5	260+	50+	800+
Ireland	4			
India	3			
Czech Republic	3			
Italy	3			
Belgium	3			
Vietnam	2			
Poland	2			
Thailand	2			
Netherlands	2			
Denmark	2			
Austria	1			
Slovakia	1			
USA	1			
Egypt	1			
Iceland	1			
Estonia	1			

* Defined as having moved either domestically or across country for this role.

** Worker number breakdown data is sourced from information held on the SEDEX platform.

We recognise and place great importance with our suppliers on the principle of transparency in demonstrating accountability for standards in our supply chain and helping us to identify and remediate human rights violations.

Policies

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We have group policies which outline our commitment to upholding human rights and preventing modern slavery. We keep all policies under regular review to ensure that we are recognising best practice and driving continuous improvement in our operations and in our value chain.

Human Rights Policy

Our Human Rights Policy confirms our commitment to respect internationally recognised human rights in line with the International Bill of Human Rights, the International Labour Organisation Conventions, the UN Guiding Principles on Business and Human Rights and the Children's Rights and Business Principles.

Supplier Code of Conduct

Our Supplier Code of Conduct outlines our expectations of suppliers in relation to human rights, environmental, ethical and legal standards. Additional elements include supply chain transparency, business ethics, trade sanctions and animal welfare.

Responsible Sourcing Handbook

Our Responsible Sourcing Handbook brings our Supplier Code of Conduct to life with detailed implementation requirements, guidance and signposting to additional resources. We provide insight into how we embed these principles into our own operations and make commitments to our suppliers on how we conduct business; inviting them to tell us (confidentially if preferred) if we ever fail to uphold these commitments.

Supplier Terms and Conditions

Our responsible sourcing requirements form a key part of our contractual agreements with suppliers.

Child Protection Procedure

Our Child Protection Procedure sets out our commitment to a child-centred response to child labour. It provides clear guidance on how to investigate concerns, escalate for support, immediate steps for safeguarding and principles for successful remediation.

Supplier Exit Guidance

We have 'Responsible Supplier Exit guidance' which outlines our approach to exit suppliers in a responsible way that seeks to mitigate the risks to suppliers and ultimately to vulnerable workers.

Whistleblowing mechanism

We want our suppliers to promote positive and open dialogue with their workforce but if things do go wrong, to also have mechanisms in place which allow for whistleblowing disclosures and worker grievances to be reported in confidence. We require our suppliers to have internal procedures in place to investigate colleague (and wider stakeholder) concerns and resolve any issues in conjunction with worker representatives, whenever possible. However, where issues have not been resolved or individuals feel unable to report concerns within their organisation, it is important that the people in our supply chain have a mechanism to reach out to us. We therefore require all our own label manufacturing sites to display a colour copy of our whistleblowing poster in a prominent location onsite so that it is accessible to their workforce. A documented whistleblowing procedure detailing how we will respond (including specific actions for safeguarding vulnerable persons) is in place to support the investigation of any reports. During the year we have not received any genuine whistleblowing disclosures via this route. We continue to ensure that the poster is displayed during all supplier visits. We also take the opportunity during worker listening groups, completed routinely as part of our Responsible Sourcing audits, to check workers awareness of this mechanism and explain its purpose

Governance

Acting responsibly and sustainably is at the heart of our business and six years ago we formally launched our sustainability strategy, 'Our Better World Pledge'. This strategy outlines how we ensure that we operate our business sustainably and ethically whilst also applying high standards of governance. The Board, led by the Chair, Ian Burke, has ultimate responsibility for our sustainability strategy including our approach to uphold human rights and prevent modern slavery. Our Sustainability Committee meets at least two times a year to review and approve the implementation of 'Our Better World Pledge'. The Executive management team is supported by a number of management committees that oversee different areas of the agenda. The Responsible Product Committee, which met approximately every twelve weeks in the first half of the year, is responsible for developing the strategy for managing the environmental and ethical impacts of our products in our value chain which includes Human Rights. As noted in our FY26 Annual Report, Sustainability Management Committees, including the Responsible Product Committee, paused during the Support Office restructure and are being re-instated from H2 FY27. Our Sustainability Committee and Executive Management Team receive an annual briefing on our Human Rights risks, including modern slavery, and our strategy.

Plc Board of Directors Sustainability Committee		- Approves strategy and reviews progress - Focus on topics that feature on the principal risk register - Approves policies and external disclosure
Executive Management Team		- Defines strategy - Reviews progress - Agrees large projects and costs - Business integration
Sustainability Management Committees and associated groups		- Idea generation - Operational delivery - Project management - KPI development - Chaired by a member of the Executive Management team or a Director - Risk Management
Operational Sustainability Committee	People Leadership Team	
Responsible Product Committee	Pet Committee	
Pets Foundation		

Our Responsible Product Committee uses a product sustainability framework to support the implementation of our environmental and social requirements across our teams and with our suppliers. Supply chain human rights is a key workstream under the products sourced responsibly pillar.

Internal Responsible Sourcing Resource

A dedicated Responsible Sourcing Manager role has been in place since 2021 and is embedded within the technical and product development team while also working closely with the Sustainability team and the Company Secretariat team on our Group wide Human Rights strategy and approach. The role of Ethics and Sustainability lead, based in our Hong Kong sourcing office, has been in place since April 2024. This colleague is experienced in Human Rights and Ethics and responsible for conducting Responsible Sourcing audits and any required remediation in factories in that region and for implementing our Responsible Sourcing strategy. The Sustainability team and the Chief Financial Officer (CFO) has overall responsibility for the Human Rights strategy.

Due Diligence

Ethical Audit Programme: Own label products

We require all new and high-risk suppliers to undergo third-party ethical audits which assess labour standards, health & safety and environmental compliance. All suppliers must provide a third-party audit at a maximum interval of 24 months. We work closely with our suppliers to close out areas of non-compliance. However, we recognise that these audits are not always the most effective tool in identifying the most egregious human rights violations and so we have launched a programme of Responsible Sourcing audits conducted by our in-house Responsible Sourcing and Compliance Manager and Ethics and Sustainability lead based in our Hong Kong Sourcing Office. These audits may be completed instead of, or in addition to a third-party ethical audit. They will include current and prospective factories. The aim of these Responsible Sourcing audits is to not only assess and improve labour conditions in our suppliers' direct operations but to support capacity building for identifying and mitigating human rights and environmental risks upstream in our supply chain.

Data

We are a retailer member of Sedex. Sedex enables us to manage our audit data and corrective action plan to close out corrective action plans more efficiently. We are linked with suppliers who are SEDEX members, we use the risk tool and forced labour reports to support our prioritisation of supplier visits and provide insights to our suppliers on key sourcing risks. We have rolled out our new collaboration supply chain platform CBX which enables us to manage the end-to-end product and supplier compliance process more efficiently and control data much more effectively.

Both these tools enable us to record more information about our suppliers and the makeup of their workforce. This insight enables us to understand more about the people in our supply chain so we can focus support and compliance activity on those that are most vulnerable.

	FY26	FY25	FY24
Number of third-party audits completed and reviewed	93 covering 93 sites	112 covering 112 sites	117 covering 117 sites
Number of Responsible Sourcing audits completed	44 covering 41 sites	76 covering 74 sites	32 covering 32 sites

Audit results

We were able to reinstate in-house audits in China from August 2023, after two years of COVID travel restrictions into China. Our Responsible Sourcing Team have been able to implement the planned approach of supplementing our third-party audit requirements with more effective in house visits. As detailed in our 2025 Modern Slavery Statement, a series of visits to a supplier based in China, between May and July 2025, who supplies branded product and own brand products, uncovered zero tolerance findings in relation to health and safety, unauthorised sub-contracting and one incident of a child found working in an unauthorised subcontracted site next to his working mother. The details of these incidences and our response are covered in the risk section of this statement on page 6.

Internal audit of our human rights approach

Our internal audit team commission an audit on our human rights and modern slavery approach on a cyclical basis, it is delivered by our external audit partner. An audit was carried out during 2023 which was five years after the previous audit. Additionally in 2020 we engaged an external consultancy to produce a review and assessment of salient human rights risks. The audit of 2023 was an incredibly helpful exercise which we have used to inform our priorities and work since then. Included in these findings was the recommendation to increase internal resource which was actioned and a recommendation to maintain an up-to-date risk assessment which was presented to management committees in September 2023 and has subsequently been updated again in July 2025. Details of this can be found in the Risk section of this statement on page 6.

Risks

In July 2025, we updated our risk classification and risk rating approach. This now takes account of the inherent risk connected to specific geographic locations and manufacturing processes or industries alongside the actual risk identified during audits. To enable internal audit resource to be allocated on a risk basis an updated on-boarding process has been developed which applies this risk classification approach to new and existing regions and factories. On this page we detail our highest risks which we have updated following this review of our risk approach and which has been progressively implemented during financial year 2025/26.

Unauthorised Subcontracting

To ensure that human rights are safeguarded, it is imperative that we know where our products are made. This ensures that we have approved the site for production. Unauthorised subcontracting is a particularly high risk given the heightened exposure and potential for poor labour standards and exploitation to occur in hidden supply chains. For this reason, we have communicated an approach to unauthorised subcontracting to our suppliers.

Visits to a supplier in China between May and July 2025 who operates from a number of factories, identified unauthorised subcontracted factories that were being used to complete part of the production. This was in relation to specialist processes such as embroidery and the making of pom poms.

Following these visits there were a number of follow up meetings and the supplier displayed a transparent and collaborative approach, and we jointly agreed the corrective action plan. This included undergoing a mapping exercise to ensure that they have full visibility of the supply chain and factories involved in all stages of the process and reviewing their policies to support this piece of work. The supplier engaged with an experienced external consultant to support this work.

In line with our remediation approach, we have monitored progress closely with this supplier and we are due to conduct a final close out meeting in the autumn of 2026 to formally acknowledge remediation of this issue.

Child labour

Child labour remains a high risk in our supply chain driven by the root causes of poverty, limited access to quality education, a lack of decent employment opportunities and childcare for working adults. Furthermore, displacement caused by armed conflict, climate change and environmental disasters is predicted to fuel an increase in migration, which we know will put even more children at risk of exploitation. We have comprehensive processes and procedures in place for preventing, improving detection of and responding to child labour.

This includes a Child Protection Procedure which provides clear guidance and actions to be taken in the event of identifying or suspecting child labour. We have also developed detailed supplier guidance within our Responsible Sourcing Handbook to support our suppliers in assessing child labour risk in their own operations and lower tiers of the supply chain.

Migrant labour, recruitment fees and informal employment

We have not found any further instances of migrant workers paying for work costs since the finding in Thailand that we included in our 2023 and 2024 MSA statement. Our requirements on responsible recruitment practices aligns with the employer pays principle. We worked with the supplier to ensure that workers were compensated for any direct costs they incurred through the initial recruitment process or when work permits require renewal. We have now managed a responsible exit from this supplier.

Training

All our support office colleagues are required to complete our bespoke online training course on modern slavery. Completion of mandatory training, which includes this module, forms part of all colleagues' personal objectives.

The UK Quality and Technical teams and commercial teams received an insight session from our Responsible Sourcing Manager in July 2025. In September 2025 colleague face to face training took place in our Hong Kong office on the topic of child labour, this built on the 'Responsible Sourcing' training that took place in November 2024

At factory visits conducted by the Responsible Sourcing Lead, training has been provided to highlight our requirement for transparency, openness and integrity and to ensure there is an understanding of our zero tolerance issues. During the year this has taken place at 16 factories reaching over 40 factory managers and HR staff

Our UK Supplier Conference in September 2025 included Human Rights as one of our six key asks of suppliers in the context of sustainability and responsible sourcing.

Our Responsible Sourcing Handbook provides best practice guidance to suppliers and also signposts to training resources. As we conduct our own Responsible Sourcing audits, we set specific action plans where training needs are highlighted.

Partnerships & Collaboration

We recognise the importance of collaboration and partnerships for sharing insights and developing industry best practice for tackling modern slavery.

BRC

We are an active member of the British Retail Consortium's (BRC) Ethical Labour Working Group. This group is part of the BRC's wider CSR Community and provides a platform for retailers to share insights, influence policies for industry and facilitate engagement with UK Government and regulators. We have attended various sessions including one in June 2025 about mandatory human rights disclosures hosted by the ETI.

SEDEX

Sedex helps us assess and manage social and environmental supply chain risks. Sedex also provides a community for collaboration in the development of guidance, tools and industry standards.

Looking Ahead

We are committed to identifying and addressing modern slavery and human rights risks in our business and throughout our supply chain. The key priorities for this year include updating our Responsible Sourcing handbook; updating our mandatory modern slavery training for all colleagues; continuing modern slavery training with our suppliers and continuing to implement our program of Responsible Sourcing audits for suppliers managed from our Hong Kong sourcing office and our UK office.

The Pets at Home Group PLC Board of Directors approved this statement at a meeting of the Board on 24th September 2026



James Bailey

CEO

This statement applies to Pets at Home Limited and Companion Care (services) Limited, which fall within the scope of section 54(2) of the Modern Slavery Act 2015.