



Creating a **better world** for pets and the people who love them

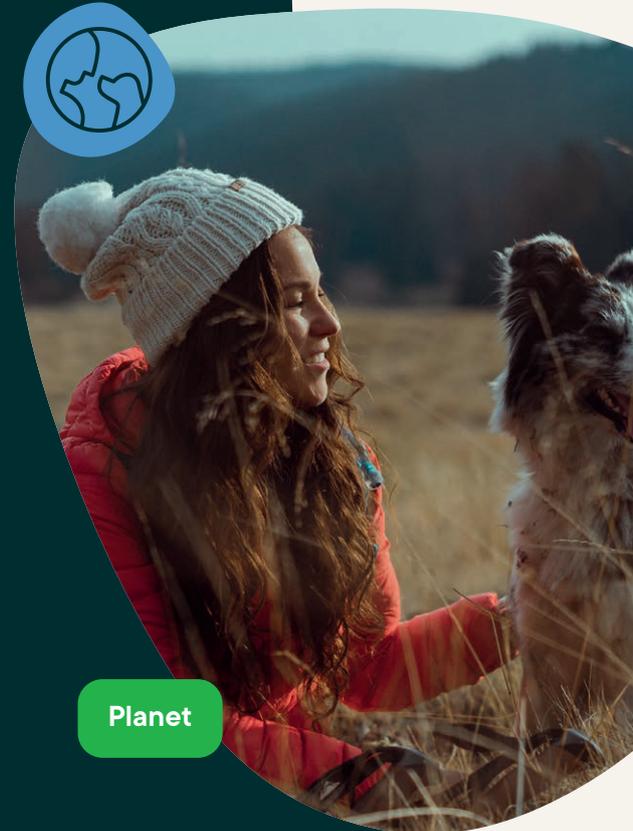
Sustainability Report 2024

Our better world pledge

This is our fifth stand-alone Sustainability Report and FY24 is the third full year since we launched Our Better World Pledge. In this summary we report on our progress during FY24. We are proud to include some of the many examples of how the strategy is brought to life across the business in our planet, pets and people sections.

This report was published in June 2024 and covers our financial year April 2023 to March 2024. It provides additional information to supplement the Pets at Home Group 2024 Annual Report and Accounts. It is intended to provide a longer read which we hope will be helpful and relevant to specialists interested in ESG matters. In this report we reference the United Nations Sustainable Development Goals (SDGs), and the Sustainability Accounting Standards Board (SASB). We have published our Task Force for Climate-related Financial Disclosures (TCFD) Report within our Annual Report and it is also available to download from our corporate site. More details on our policies can be found on our corporate website

 Our TCFD Report can be found on page 54 of the Annual Report.



Planet

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For more information:
www.investors.petsathome.com

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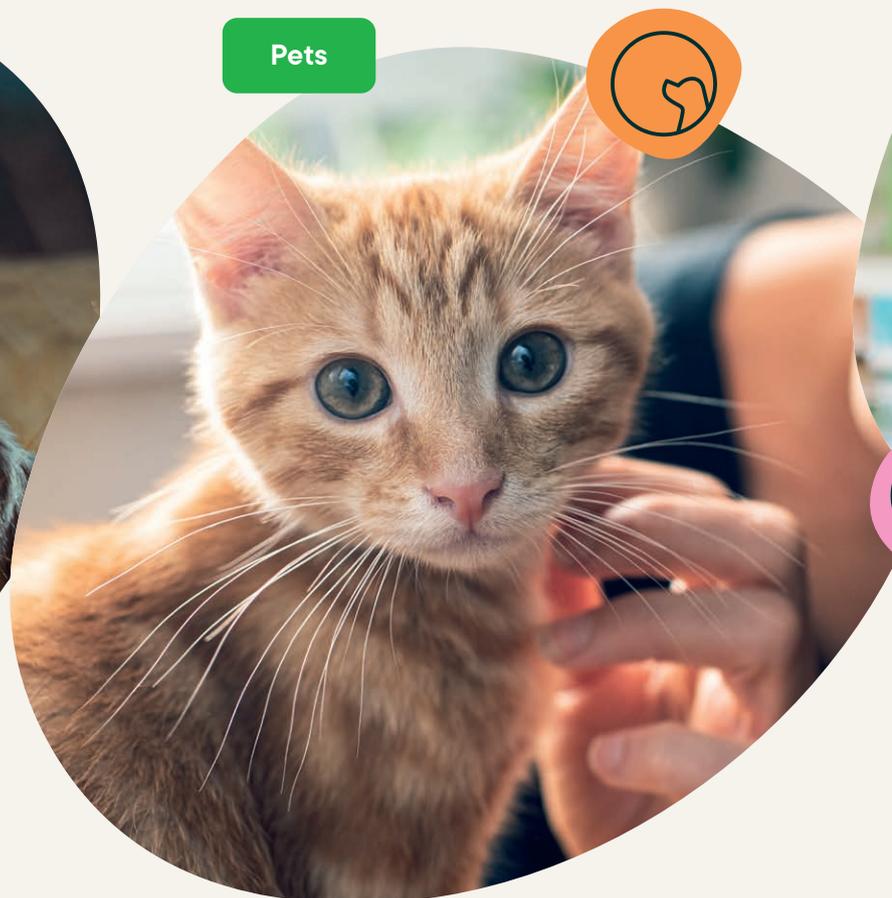
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Pets



People



Delivering our purpose



Lyssa McGowan,
Chief Executive Officer

“

Our purpose is to create a better world for pets and the people who love them. It guides us to deliver pet care in a long-term socially responsible, environmentally sustainable and financially successful way. Everything starts with our passion for pets, that's what unites us with our colleagues, customers and communities.

Our purpose is why we exist and to deliver this, challenges us to look after the interests of all stakeholders who we interact with and depend on by continually improving our performance and creating sustainable value. As I outlined last year, creating value for our stakeholders relies on us understanding what matters to them through strong and constructive relationships.

We do this by:

- Seeing the world from the pet's point of view, always putting pets first
- Building trusted relationships with pet owners
- Creating a great place to work for our pet expert colleagues
- Helping to build stronger pet-loving communities
- Protecting and enhancing the environment
- Creating sustainable investor return
- Fostering innovative long term partnerships with our suppliers
- Taking a leadership role in our industry and profession

A year of progress

This was an important year for us as we delivered the first year of our refreshed strategy. It was also a year where we faced challenges with the transition to our new distribution centre and to make significant progress on our sustainability strategy in this context demonstrates our long term commitment.

I am proud of what we have achieved and the incredible efforts that have been made by our colleagues, partners and everyone we have collaborated with.

Our strategy refresh sharpened our focus on pet food as a sustainability priority. In the year we have successfully carbon footprinted 60 of our own brand products which has helped inform where we are targeting our action. Now we have built this capability in-house we will accelerate rolling this out to the rest of our ranges.

We have continued to be there for pets when they need our help. The Pets at Home Foundation remains the largest grant giver to pet charities in the UK raising over £9.2m during the year. As the cost of living crisis continues to impact pet owners I am delighted that our pet food bank collection points, in partnership with Blue Cross, in all of our stores, were able to receive donations of over 1.3m meals across the year. These have then been distributed to food banks that are local to each of our pet care centres.

At the heart of our business are our people who, day in, day out bring their passion for pets to guide and support pet owners. We have continued to invest in training to develop our differentiated pet care expertise with focused training on relevant topics such as pet nutrition.

I am really pleased with the progress that we have made on our diversity strategy, increasing the levels of representation for ethnic minorities in our business, although we recognise that we still have more work to do to achieve our representation target. Our Better World Pledge days have donated over 16,000 hours to local communities with over 2,400 colleagues participating in this volunteering programme.

We are delighted to share our performance against this refreshed strategy in this report and the focus on pet food sustainability, delivering pet care inside and outside our business and the development of pet care expertise. Sustainability is one of the key pillars of our vision to build the world's best pet care platform.

Lyssa McGowan
Chief Executive Officer

ESG Committee Chair opening remarks

In my sixth year as Chair of the ESG Committee, I am pleased with the progress that has been made across the year on the strategic initiatives, particularly in relation to the development of the net zero strategy, included in this report and the ongoing focus on pet welfare. The business has been very purposeful about how this progress has been made and a lot of effort has been taken to ensure that everyone has been engaged in the strategy and its delivery. This has been through formal mechanics such as the ESG element, including within the bonus but also through colleague engagement activities such as the launch of the planet pack and planet and inclusion advocates. There has also been ongoing work to ensure that controls and governance are in place along with readiness for current and future disclosure requirements. This balance of strategic progress, embedding and engagement and governance has been a significant achievement in the year and one that creates value for all stakeholders and ensures a sustainable strategy implementation in the long term.



Susan Dawson,
Non Executive Director
and Chair ESG Committee



For full ESG Committee report
see page 52 of the Annual Report

Our strategy

When we articulate our vision of building the world’s best pet care platform, we purposefully acknowledge that sustainability is a key ingredient to achieve this. Sustainability means the maintenance of financial, environmental and social capital thereby creating value in the short and long term and protecting the resources that we all depend on.

Our purpose

Creating a better world for pets and the people who love them

Pillar and goals



Planet

To make pet care environmentally sustainable

Strategic priorities

By leading in sustainable pet food:

- Environmental impacts on carbon, land use, water and nature
- Innovative, sustainable packaging
- Nutritional needs met, affordably

Alignment to SDGs



Read more on page 6

Sustainable Business Model



Our sustainable business model illustrates how we see financial, social and environmental sustainability being equally important in the delivery of our long term strategy, that creates value for all of our stakeholders.



Pets

To improve the life of every pet in the UK

By being the leading advocate for pet welfare:

- Adopting the highest welfare and clinical standards for pets in our care
- Provide pet owners with the best products, service and advice
- Using our voice and expertise to advocate for pets
- Being the largest grant giver to pet charities in the UK

Alignment to SDGs



Read more on page 18



People

To be the best employer and developer of pet care talent

By creating rewarding, sustainable careers in pet care for everyone:

- Continuous investment in pet care expertise
- Compelling clinical careers and development opportunities
- Colleagues fully representing our diverse communities

Alignment to SDGs



Read more on page 30

2023/2024 Highlights

700k+

Over £700k raised for the Woodland Trust in the last three years

60

own brand complete pet food products carbon footprinted

900+

Over 900 planet packs distributed to pet care centres and vet practices following the all colleague 'Big Listen' on planet topics

50+

Over 50 suppliers registered with the Manufacture 2030 platform

43.5%

reduction in absolute scope 1 and 2 emissions since 2016, while increasing sales by 86.3%

50%+

Over 50% of our vet practices have engaged with our new anaesthetic gas stewardship programme since its launch in June 2023

1.3m+

pets fed for one day through pet food banks

35k+

small animal pets rehomed through our adoption centres

£5.9m+

Over £5.9m raised by the Pets at Home Foundation

2

new clinical academy training hubs

£3.3m+

Over £3.3m raised by Pets Lifelines loyalty scheme

51k+

Over 51k children have attended our pet pals sessions, helping children learn about responsible pet ownership

466

apprentices

266

graduates across both cohorts

2776

students participated in our virtual veterinary work experience programme

6,000+

trained nutritionists

1800+

trained 'pet care' experts

16,000+

hours of colleague volunteering donated to community projects

Awards



Sustainability Campaign of the year
Highly Commended



Rising Star
Winner – Nina Dunwoody



Best Place to Work
Winner



'The Tech List 2024'
Winner – William Hewish



American Express Inclusion & Diversity Hero Award
Winner – Lucy Bains



Omnichannel Solutions of the Year
Winner



National SQP Awards Multiple Store of the Year
Winner



FTSE Women Leaders
Sixth place for FTSE 250 companies



The Local Pet Awards
Winner



Corporate Engagement Awards Best Engagement of Internal Audience in a CSR Programme
Winner



Best use of data and paid search in partnership
Winner

Financial Times Climate Leaders 2024
Listed



Planet

Goal: To make pet care environmentally sustainable

Our approach

Climate change, biodiversity loss and resource scarcity are the biggest challenges that we face across the planet. They are complex and inter-related problems that affect every part of our business too. For our business to be sustainable we need to cut carbon emissions and environmental impacts. Our strategy puts sustainability at the heart of our business strategy.

Within the planet area we have a goal to make pet care environmentally sustainable. The most material area for us to address to achieve this goal is pet food. It is a non discretionary product that all pet owners have to buy and it has environmental impacts because of the land-based ingredients and animal-based proteins in the majority of recipes. We will place strategic priority on this area while continuing to address our operational impacts.

Strategic priorities

Our goal of making pet care environmentally sustainable will be achieved by leading in sustainable pet food:

- Environmental impacts on carbon, land use, water and nature
- Innovative, sustainable packaging
- Nutritional needs met, affordably

Our focus areas for this report

- Net Zero overview
- Our Operational Impacts
- Our Value Chain Impacts

Alignment to SDGs and materiality review

SDGs	Environmental Material Topic	ESG material topics ranking
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Pet Food Sustainability	1=
13 CLIMATE ACTION	Sustainability of Pet Ownership	3=
13 CLIMATE ACTION	Climate Action	3=
15 LIFE ON LAND	Protecting Nature	4=
15 LIFE ON LAND	Waste and Circularity	5=
15 LIFE ON LAND	Sustainability of product packaging	5=



See our SDG detailed summary on page 46 and our full materiality review on page 47

Our targets

Pet food

By 2028 all priority own brand food products carbon footprinted

Scope 3 carbon

By 2028 all priority suppliers to have carbon reduction plans in place and 50% to have achieved leadership category

Products

By 2028 all priority raw materials to be sustainable and packaging recyclable

Biodiversity

By 2028 create, protect and restore over 15k acres of native UK woodland (2020 base)

Carbon

By 2030 achieve a 42% reduction in scopes 1, 2 and 3 vs a 2020 base on the journey to reaching net zero by 2040



Highlights

B

Retaining CDP score of 'B' in our third year of completion

£700k+

raised for the Woodland Trust in the last three years

8.3%

improvement in CO₂e intensity relative to £m revenue at 15.7 (FY24) vs 17.2 (FY23)

900+

planet packs distributed to pet care centres and vet practices following the all colleague 'Big Listen' on planet topics

43.5%

reduction in absolute scope 1 and 2 emissions since 2016, while increasing sales by 86.3%

60

own brand complete pet food products carbon footprinted

50+

suppliers registered with our supplier climate action programme using the Manufacture 2030 platform

50%+

vet practices have trained a 'Sustainable Anaesthesia Ambassador' since programme launch in July 2023

89%

of company car fleet low carbon (EV or hybrid)

2040

SBTi approved 2030 and 2040 carbon emissions reduction targets in place

Net Zero

Our ambition and targets

Our purpose is to create a better world for pets and the people who love them. We are committed to play our part in addressing the climate crisis that we are facing, so we have committed to become a net zero business by 2040. Our scope 3 assessment has identified that, like most retailers, the majority of our carbon emissions sits in our products being made, used and disposed of. So working closely with our suppliers is a critical enabler of achieving our net zero ambitions. The remaining and smaller element of our emissions come from the energy we use to run our stores and distribution network and anaesthetic gas used for surgical procedures in our veterinary practices.

Pets at Home SBTi-approved carbon reduction targets

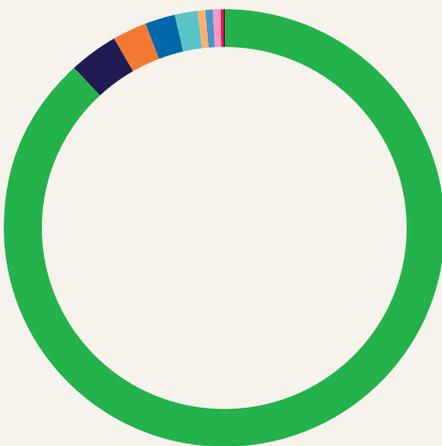
Near-term: Pets at Home commits to reduce absolute scope 1, 2 and 3 GHG emissions 42% by 2030 from a 2020 base year.

Long-term: Pets at Home commits to reduce absolute scope 1, 2 and 3 GHG emissions 90% by 2040 from a 2020 base year.

Understanding our impact

During FY24 we updated our scope 3 assessment using FY23 performance data and applying a consistent methodology as our original FY20 assessment and submission to the SBTi in 2021. Table 1 details our scope 3 emissions broken down by category. This demonstrates that our biggest impact comes from Scope 3, category 1 – purchased goods and services. Our scope 3 emissions have grown during this period by 13%, while our business has grown by 33%. The impact from product and supplier programmes have not yet been possible to include in the methodology used to calculate our emissions which mainly uses secondary data. Table 2 and 3 on page 14 detail our scope 1 and 2 emissions. Over 95% of our impact lies in scope 3 emissions.

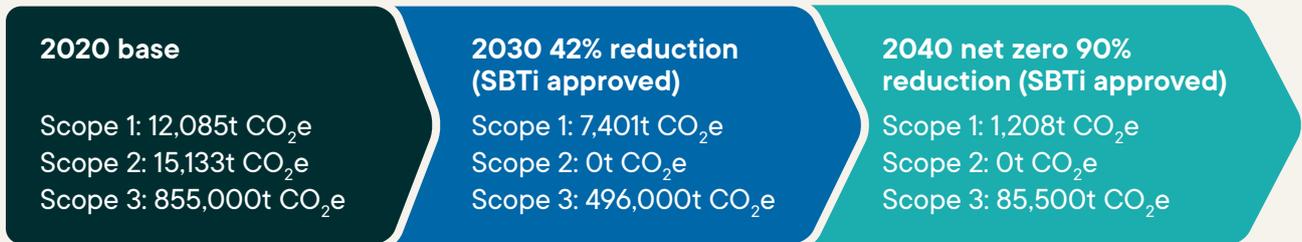
Table 1: Our scope 3 emissions impacts (tonnes CO₂e)



Scope 3 Category	Category (Cat) and Description	FY20 (base)	FY23	% change
1	Cat 1 Purchased goods and services	767,892	850,994	11%
9	Cat 9 Downstream Transportation	33,157	32,650	-2%
4	Cat 4 Upstream Transportation	19,306	24,962	29%
12	Cat 12 End of life sold products	10,323	21,970	113%
2	Cat 2 Capital Goods	2,205	16,183	634%
3	Cat 3 Fuel and Energy-related activity	5,231	6,173	18%
7	Cat 7 Employee Commuting	5,893	5,299	-10%
11	Cat 11 Use of sold products	10,382	4,681	-55%
6	Cat 6 Business Travel	1,071	620	-42%
5	Cat 5 Operational Waste	368	441	20%
Total scope 3 emissions		855,828	963,976	12.6%

We have eight key priorities to deliver our Net Zero targets

Net Zero transition plan and current priorities to deliver it.



Scope 1 and 2: Operations Buildings

- More efficient buildings estate
- Exit fossil fuel as a heating source
- Generate energy where feasible
- Adopt renewable sources

Transport

- Transition away from fossil fuel-based transport
- Move to new technologies
- Contribute to cross industry action through collaboration

Clinical

- Adopt lower flow anaesthesia techniques across vet practices
- Sustainable waste management

Scope 3: Product raw materials Sustainable Pet Food

- Progress decarbonisation pathways through implementing our pet food guardrails
- Carbon footprinting of our own brand through industry collaboration
- Innovative developments

Pet accessories/raw materials

- Future of development of 'eco' brand to showcase products made from Sustainable raw materials
- Focus on certified recycled materials

Zero deforestation

- 100% responsible and certified soy, palm and timber by 2028

Scope 3: Product design and manufacturing Product Manufacturing

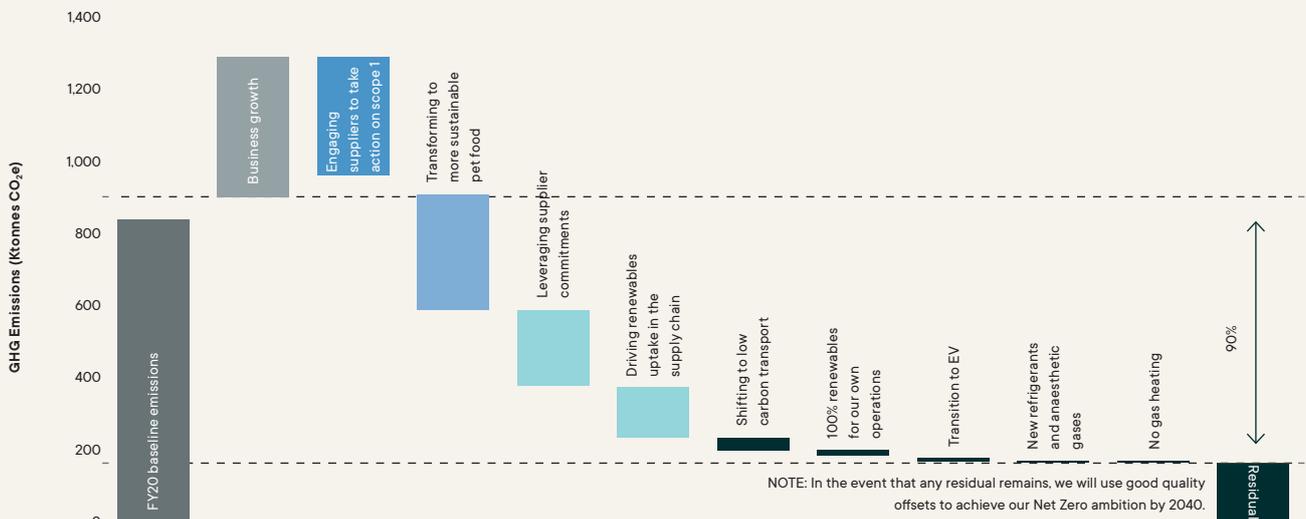
- Supporting and incentivising decarbonisation across our full supply chains

Packaging

- Implementing our packaging commitments to achieve 100%recyclability by 2028

Our key pathways to Net Zero, as developed as part of our SBTi submission in 2021, illustrate the importance of the transition required to sustainable pet food and product manufacture (supplier scope 1 and 2). We will be updating this work during FY25 to reflect the new FLAG guidance and the SBTi requirement to resubmit every five years.

Carbon emissions reduction pathways to 2040



Considering our operational impact

Net Zero focus

Buildings

We have now removed gas-fired heating from all of our pet care centres and use electric heating run on purchased renewable energy.

Our new distribution centre in Stafford does not use any gas and solar panels will be installed during FY25. Remaining natural gas emissions, mainly from our stand alone vet practices, remained broadly flat vs FY23 and reduced by 44% against our FY20 baseline. Our indirect emissions are negligible under a market-based approach since we transitioned to Renewable Energy Guarantees of Origin (REGO) qualifying electricity sources for our main energy contracts from 2017. Through our Building Energy Management System we manage and monitor our use of energy for lighting, heating and cooling. Our scope 2 location-based electricity emissions reduced by 11%, benefiting from a milder winter.



Reduction in natural gas emissions

44%

FY24 vs FY20 base year



For more information:
www.investors.petsathome.com

Net Zero focus

Logistics

Diesel used as fuel for our distribution network is our largest source of operational emissions.

We do not currently anticipate that battery technology will be available to contribute to our 2030 carbon reduction targets so we are testing other 'bridging' solutions. We are trialling HVO and have continued to use this as the fuel for our two shunters at our new distribution centre in Stafford. We are also currently trialling a Scania HGV unit which runs on bio methane gas. The gas is produced from renewable food and animal manure waste and has significantly lower carbon emissions than diesel and operates at a lower noise level as well. As expected, our logistics emissions increased by 4.3% vs FY23 due to our network reconfiguration and transitional arrangement of continuing to operate from multiple distribution centres.



Net Zero focus

Clinical

Sustainable Anaesthesia programme

Volatile anaesthetic gases are 14% of our scope 1 and 2 footprint. Lower flow anaesthesia techniques are recognised as 'best practice' clinically.

When used they have the potential to lower associated GHG emissions whilst simultaneously progressing clinical practice. We launched a medium-term behavioural change programme with input from RCVS and ECVS Specialists, change management experts and a £500k investment across three years. Our flagship Vets for Pets Anaesthesia Ambassador CPD Programme is free to access with on-demand bite-sized video CPD and is open to all colleagues. On completion colleagues become a Vets for Pets anaesthesia ambassador. This opens up access to a £1k fund to their practice to invest in sustainable anaesthesia equipment, complimentary access to RCVS anaesthesia and analgesia specialists through our partners and a practice anaesthesia carbon dashboard. The results to date have exceeded our expectations with over 50% of practices having an anaesthesia ambassador. This programme will continue in FY25.

Case study

Pet Memory Scheme

The Woodland Trust is the UK's largest conservation charity.

In FY21 we developed and launched our Pet Memory Scheme and March 2024 marked the third anniversary. The scheme enables our vet practices to make a donation to celebrate the life of the loved pets that they have the pleasure to look after. The vets are able to extend their sympathy at the time of bereavement with a beautiful in sympathy card in partnership with the Woodland Trust.

Over 90% of vet practices participate in the scheme with over £700k of donations made since FY22 and over 6000 acres of woodland. An area with over one million trees has been created, restored and protected during 2024.

Vet practices participating in the Woodland Trust scheme

90%



Operational impact continued

Waste and recycling

This year we have increased the amount of waste we have generated by 2.4% and maintained our diversion from landfill broadly flat at 97.2%.

We have increased the proportion of waste that is recycled and recovered from 78% (FY23) to 79% (FY24). We have generated slightly more waste as our business grows but we have seen significant reductions in cardboard and paper following an outer packaging optimisation project. While some waste from stores is recycled through local waste management contractors, three key waste streams (cardboard, animal bedding and plastic wrap) are back hauled for central processing.

Veterinary Waste

There are several waste streams which are specific to our veterinary practices, similar to human health care. Flexible plastics from medical and surgical textiles, blister packs, uncontaminated PPE and surgical textiles are examples from back of house, which although harder to recycle can be. In FY24 we launched a pilot scheme to enable participating practices to recycle these. We will review this during FY25 with a view to full roll out.

Waste tonnage reporting FY24

Waste Type	FY 22/23 Tonnage	FY 23/24 Tonnage	FY24 vs FY23	% of total FY24
Cardboard and paper	6111	4770	-22%	31%
General waste	3606	4035	12%	26%
Animal bedding and wood	1790	2075	16%	14%
Clinical and related wastes	1236	1523	23%	10%
Mixed recycling	480	519	8%	3%
Plastics	757	739	-2%	5%
Construction and projects	707	602	-15%	4%
Other	308	1096	256%	7%
Total	14996	15358		

Exclusions: Some small waste areas have been excluded due to data availability. These include the small number of practices utilising waste providers outside of Group waste contracts and two landlord-managed sites.



What should you do with your waste..?

These are our main waste streams. For items not covered and more tips, please scan the QR code



1. Recycle via the DC	2. Use your DMR bin	3. Arrange collection for...		4. Everything else?
<p>Always send these items back to the distribution centre</p> <ul style="list-style-type: none"> Cardboard Plastic bottles Other plastic Animal waste <p>Separate cardboard & plastic Sieve using plastic liner</p> <p>Use crates or pallet & wrap</p>	<p>Use your dry mixed recycling bin for cans and paper</p> <p>75% of stores have a DMR bin!</p> <p>Don't have one? Scan the QR code</p>	<p>Hazardous waste</p> <ul style="list-style-type: none"> Batteries/aerosols UV lamps, cartridges Fish tanks Customer electrical returns Small electricals <p>Contact maintenance once full</p>	<p>Electronic waste</p> <ul style="list-style-type: none"> Small appliances (larger than a microwaves) Large appliances (e.g. fridges) I.T. equipment Vet equipment <p>Arrange via maintenance portal</p>	<p>General waste!</p> <ul style="list-style-type: none"> Tissue/brown roll Contaminated packaging Food waste Dog hair, animal faeces

...and what happens to it next?

<p>Processed for recycling by the DC.</p> <p>By far the most sustainable & cost-effective solution for our waste!</p>	<p>Collected, separated, treated & turned into useful & valuable resources.</p>	<p>Solvents are recovered, packaging materials recycled & remaining materials destroyed.</p>	<p>Sorted & separated to ensure as much as possible is recycled.</p>	<p>Taken to a facility to find anything that can be recycled, create new materials or generate green energy.</p>
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78% of our waste is currently recycled.*

Our recycling rate is improving and with your help, we can do even better.

Printed on Forest Stewardship Council Certified recycled paper.

Engaging our colleagues in sustainability

An important part of our approach is ensuring that we listen to our colleagues ideas and give them opportunities to get involved. A great example of this is the Planet Pack which launched to all store and practice teams in January 24.

A hybrid pack of digital and physical assets it was designed in partnership with Hubbub, the environmental charity who specialise in behavioural change. A key output from the Big Listen sustainability engagement campaign in 2023 it has been designed to support practice and store teams with energy and waste and uses behavioural change theory. It also helps colleagues understand more about what we are doing at a Group level to drive sustainable changes, where to access more information and provides an always on feedback mechanism. There have been over 900 views of the digital assets already.

Our group of over 200 planet champions recruited during the Big Listen are busy across the business supporting spreading the messages and getting more ideas! They come together for regular meet ups, guest speakers and input into business initiative development.

Remember to
turn me off
too

Only
boil what
you need

Recycle me

Remember
to close us
when you're
done

Don't
turn me
off
please

Welcome to your Planet Pack!

After listening to your suggestions through The Big Listen, we've created this pack to help your team make changes to reduce your environmental impact at work.

This pack includes:

- A colleague room poster
- A shutdown poster (vets only)
- A poster on where to put your waste and what happens when it leaves your building!
- A map with a high-level summary of all components of the Planet Pack
- Handy stickers to remind you about small changes that collectively add up to a big impact. Check out page 20 in the digital booklet on how to use them.
- A small gift from us to you to say thanks for all you do

Please put them all up in places for colleagues to see! We'd love to see your photos - share them on the Pets colleague Facebook page!

We hope it helps and we'd love your feedback.

Scan me to access an all new digital booklet with lots more handy hints, info and more!



Everything has been printed on Forest Stewardship Council recycled paper.

Pets

Planet Champions

Did you know we have an active Planet Champion network?

Are you the waste warden in your team?

The energy saving enthusiast?

Are you bubbling full of creative ideas in sustainability and want to find a home for them?

We'd love you to join us! With quarterly meetings (virtually), chances to connect with colleagues across the business, guest speakers and training opportunities, we've a lot going on and all are welcome.

Contact ccurtis@petsathome.co.uk to find out more!



Operational impact continued

Our operational carbon performance

Our absolute carbon emitted has reduced by 3.5%. Our intensity-based performance has continued to improve year/year at 15.7 tonnes CO₂e relative to 1,477m revenue.

Our scope 1 emissions increase of 4.3% has been primarily caused by the reconfiguration of our distribution network leading to increased trucking of stock and a 4.3% increase in diesel emissions. Emissions from our company car fleet increased by 47.9% as colleague travel increased and a larger proportion of vehicles were hybrid vs electric. This is a relatively small source of emissions at 615 tonnes and is 43% lower than our FY20 base year emissions of 1082 tCO₂e.

Anaesthetic gas emissions had a slight increase of 1.8%, but considerably below the growth rate of the vet business. Fugitive gas emissions continue to reduce as we improve the maintenance and replace equipment. Our scope 2 emissions have shown a reduction of 11.3% benefiting from a mild winter.

As shown in table 2, our performance over the longer term continues to demonstrate the importance of carbon reduction to our business. Since 2016 our sales revenue has grown by 86.3% and our absolute emissions have reduced by 43.5%. Since our base year (FY20) sales revenue has grown by 39.5% and our absolute emissions have reduced by -14.6%.

Table 2: Scope 1 and 2 carbon emissions nine year performance tCO₂e emissions

		Tonnes CO ₂ e emissions									
		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24*	FY24 vs FY16
Emissions	Scope 1	9,498	9,619	9,649	8,431	12,085	11,337	12,558	12,115	12,632*	33%
	Scope 2 (location based)	31,680	28,840	21,584	17,066	15,133	13,616	12,610	11,980	10,624*	-66.5%
	Scope 1 and 2 (location based)	41,178	38,459	31,233	25,497	27,218	24,953	25,168	24,095	23,256	-43.5%
	% change		-6.6%	-18.8%	-18.4%	6.8%	-8.3%	0.9%	-4.3%	-3.5%	
Group Revenue	£m	793**	834	899	961	1,059	1,143	1,318	1,404	1,477	86.3%
	% change		5.2%	7.8%	6.9%	10.2%	7.9%	15.3%	6.6%	5.2%	
	Normalisation/Intensity	51.9	46.1	35.1	26.5	25.7	21.8	19.1	17.2	15.7	-70.2%
	% change		-11.2%	-24.7%	-23.6%	-3.1%	-15.1%	-12.5%	-10.1%	-8.3%	

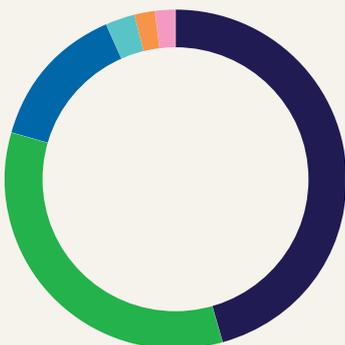
* Deloitte has provided independent limited assurance in accordance with the international standard for assurance engagements 3000 (ISAE 3000) issued by the International Auditing and Assurance Standards Board (IAASB) over scope 1 and 2 emissions for FY24. Deloitte's full unqualified assurance opinion, which includes details of the selected metrics assured, can be found in the standalone sustainability report on page 46.

** FY16 Group Revenue has been restated to reflect a 53 week financial year. All emissions and revenue numbers are disclosed on a 52 week basis except for FY16 and FY22.

1 Exclusions: Anaesthetics and fugitive emissions are included from year FY20 onwards.

2 Re classification: Greenhouse gas emissions from natural gas were incorrectly allocated to scope 2 in FY23. Therefore in FY23 406 tCO₂e have been moved from scope 2 to scope 1 and in FY22 590 tCO₂e have been moved from scope 2 to scope 1. This does not change the total scope 1 and 2 emissions.

Table 3: Scope 1 and 2 Carbon emissions (tCO₂e) breakdown by source 2023/24



Scope	Source	2022/23	2023/24	FY24 vs FY23	FY24 % of total
2	Electricity (location based)	11980	10639	-11%	45.7%
1	Diesel core fleet	7535	7858	4.3%	33.8%
1	Anaesthetic gas	3218	3274	1.8%	14.1%
1	Company fleet	416	615	47.9%	2.6%
1	F-GAS	548	468	-13.4%	2%
1	Natural gas	406	409	0.7%	1.8%
1	Generators	not stated	7.1	n/a	negligible
Total		24,985	23,256	-3.5%	

Our value chain impacts

During the year we have defined our eight Net Zero priority areas, these are all areas of existing work but have been brought together under the umbrella of our Net Zero plan. Five of these are in our value chain which is to be expected given that over 95% of our impact comes from our scope 3 emissions.

Net Zero focus

Sustainable pet food

Decarbonising pet food is complex and will involve progressing a number of pathways to achieve our Net Zero goal.

We have a pet food sustainability framework to help to navigate this with our suppliers. It lays out the actions we can take to reduce carbon in the pet food ecosystem that we operate in. It demonstrates that we need to maintain the highest pet welfare standards, ensure that our suppliers have the capability to deliver and that our consumers are engaged in following a more sustainable approach. We have been focused on establishing a data led approach which is why we have targeted carbon footprinting all of our own brand petfood products. During the year we asked expert sustainability consultancy 3 Keel to complete a detailed LCA of a basket of 14 pet food products. This enabled us to understand the full environmental impact of these products. This then enabled us to plan the initial 60 products that we would carbon footprint in house. We are building our data led knowledge of the carbon hotspots that enables us to inform a future range developments and ultimately to be able to communicate the carbon impact of products to our consumers.

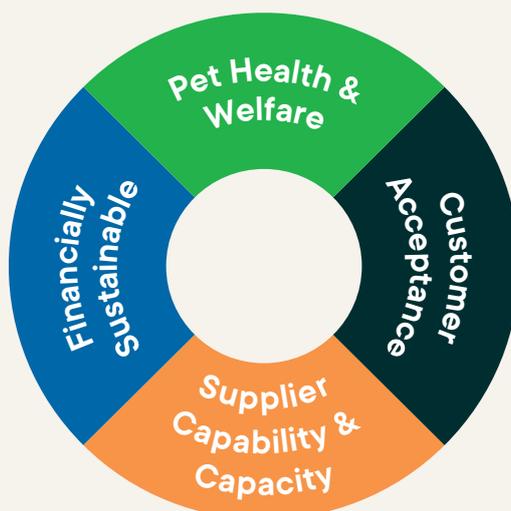
Pet food sustainability framework

Meat-based proteins

Actions: Reduce meat protein proportions, move from high to lower impact meats and to other protein sources

By-products and human grade

Actions: Increasing use of lower impact bi-products that enable full animal utilisation and consumer re-framing of these ingredients



Plant-based proteins

Actions: Veggie dog foods launched, opportunity to grow proportion of plant-based proteins

Alternative proteins

Actions: Launched insect food, investment into opportunities and technology to replace meat-based proteins

Enablers: Partnerships and Innovations; Data capture and governance; Internal embedding

Value chain continued

Case study

Carbon footprinting our own brand petfood ranges

Within our 12 ESG targets a key one is that by 2028 all priority own brand food products will be carbon footprinted. We have a goal to footprint 50 pet food SKUs by the end of FY24.

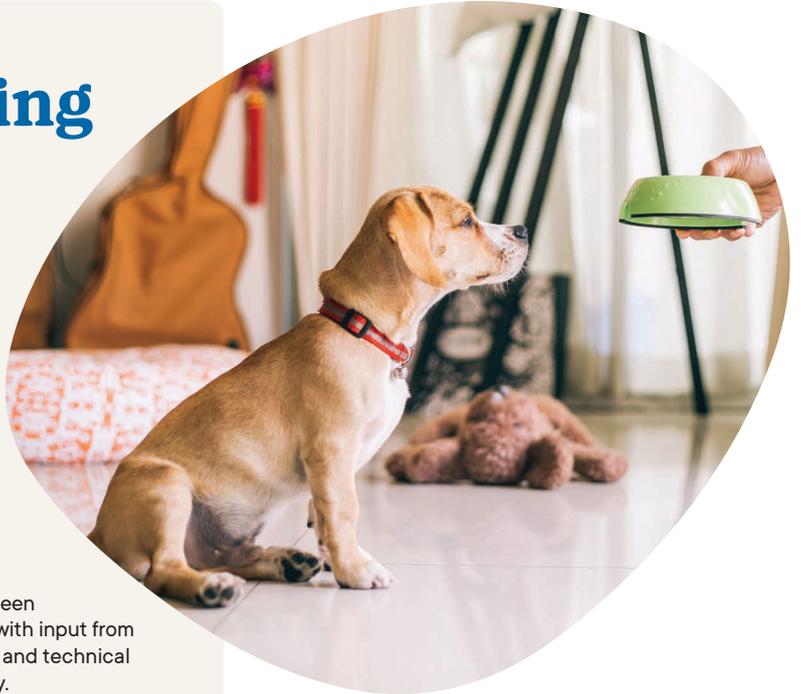
The Lifecycle analysis (LCA) work we undertook in FY24 broadened our understanding of where pet food impacts sit and has helped inform our carbon footprinting prioritisation.

To support us we have invested in a platform with Climate Partners which automates part of the process and provides third party verification. This enables us to have confidence about the accuracy of this work as we look to accelerate the programme going forwards.

Five suppliers have been involved in phase one and we have exceeded our goal by completing 60 footprints in the year.

The project has been cross-functional with input from commercial, NPD and technical and sustainability.

The output will inform the re-development of brands in the future with a goal to achieve a carbon reduction. This process would then be refined and replicated across other own-brands and enable us to connect product actions with our carbon reduction targets.



Net Zero focus

Product manufacturing

Within our 12 ESG targets, the second is that by 2028 all priority suppliers will have carbon reduction plans in place and 50% will have achieved leadership category in our maturity matrix (moving from getting started to implementing to leading).

To support us we have invested in a platform called Manufacture 2030 which enables us to collect, review and analyse supplier site level environmental data, track progress year on year and use the data to assess maturity within our matrix. This was launched at the supplier conference in September 2023 and in December 2023 we launched year one of the programme. The platform is used by many major UK retailers and provides support on ESG plans to suppliers as well combining action with tailored support.

To date we have 50 suppliers registered across UK and Asia based suppliers which represents over 40% of supplier spend.

Net Zero focus

Accessories sustainability

We have produced a briefing for our suppliers in Asia (accessories) outlining our sustainability ambitions and how they will work with us to deliver them across raw materials, packaging and manufacturing.

An 'eco' sub brand is under longer term consideration to enable the communication of more environmentally friendly products.

To support the accessories sustainability strategy we have commissioned LCAs on seven accessories lines. These include cat litters, dog toys, leads and beds.

The dog bed LCA work will support a pilot being developed to create a more sustainable pet bed proposition and enable us to quantify any environmental impact credibly.

Net Zero focus

Zero deforestation

Our target is to ensure that 100% of our priority raw materials are sustainable by 2028. The priority materials are palm oil and soya. We are committed to transparent reporting of our performance and are pleased that we have seen an improvement across all of these materials. Starting with Palm oil, 83% of SKUs using palm oil have a RSPO certified source. We are working with our suppliers to reformulate products to remove palm where ever possible. We have restated the data for palm oil for FY23 due to a data error from one supplier. Regarding soya, in financial year FY24 we continue to remove soya completely and move to certified or low risk sources. For products with timber we are seeing the positive impact of sourcing improvements on litter products.

Own brand raw materials sustainability FY24

Raw material type	FY22/23				FY23/24			
	Total SKUs containing raw material	Weight raw material – tonnes	Weight certified or recycled – tonnes	% Certified or recycled	Total SKUs containing raw material	Weight raw material – tonnes	Weight certified or recycled – tonnes	% Certified or recycled
Palm Oil	181	50	12	24%	153	27	12	43%
Soya	47	780	17	2%	31	102	66	65%
Timber, Wood, Paper and Card	196	25502	5331	21%	200	17694	10066	57%

Net Zero focus

Packaging

Packaging plays an important role in protecting products and, in the case of food, ensuring the shelf life is maximised and ultimately food waste is minimised. We are committed to reviewing our packaging and considering more sustainable alternatives in line with our 6R framework: Remove, Reduce, Reuse, Recycle, Redesign, Renew. Our packaging policy, which was updated during the year, contains details of the Red, Amber and Green rating for packaging materials.

Red list

Not to be used as customers cannot easily recycle

Amber list

Can be used where requirements are not met by materials or formats in the Green list. Approval required

Green list

Preferred as classed as recyclable within the UK via kerbside collection or in store collection points

We collect pet food pouches in the majority of our stores for backhauling to our DC and onward material separation. Pouches are not widely kerbside recycled. The investment that we are making in this scheme, supported by our suppliers Mars Petcare and Nestlé Purina will help to enable recycling infrastructure to be developed that will allow this material, along with other flexible plastics, to ultimately move to kerbside collection.

Looking ahead

Pet food carbon footprinting and reduction planning

Our target is to carbon footprint all of our priority pet food products by 2028. We have achieved our milestone of completing over 50 during FY24. The findings have been important in informing our future range development and in preparation of our pet food sustainability 'decarbonisation guard rails'. We will be accelerating the foot printing of the full own brand pet food range.

Anaesthetic gas stewardship programme

After a successful launch during FY24 we will be prioritising the extension of this programme with additional modules being launched and continuing to recruit more of our practices to participate.

Nature based impacts

We welcome the increased focus on biodiversity, land use and water impacts. The reporting frameworks for TNFD and the SBTi flag (forestry, land and agriculture) are being reviewed and we expect to be able to plan how we can work on these important topics during FY25.



Pets

Goal: To improve the life of every pet in the UK

Our approach

We put pets first is our number one value at Pets at Home. Every colleague has a part to play to ensure that we deliver on this value, and their belief and commitment to it sets us apart. Our love and understanding of pets led us to develop our long-term goal to improve the life of every pet in the UK. This covers the pets in our care, and the pets of owners that use our products, advice and services. Furthermore, it encompasses all the pets we support through our charitable and community endeavours and our efforts to educate and advocate for positive change within society.

Strategic priorities

Our goal of improving the life of every pet in the UK will be achieved by becoming the leading advocate for pet welfare:

- Adopting the highest welfare and clinical standards for pets in our care
- Provide pet owners with the best products, service and advice
- Using our voice and expertise to advocate for pets
- Being the largest grant giver to pet charities in the UK

Our focus areas for this report

- Pets in our care
- Products, services and advice
- Pet charity

Alignment to materiality review

SDGs	Environmental Material Topic	ESG material topics ranking
	Pet Food Sustainability	1=
	Pets' Physical and Emotional health	1=
	Sustainability of Pet Ownership	3=
	Product Quality and Safety	4=
	Pets' Role in Society	4=
	Accessible and Affordable Petcare	4=
	Community Contribution	5=

See our SDG detailed summary on page 46 and our full materiality review on page 47

Our targets

Pet Welfare

By 2028 demonstrate how we have improved pet welfare in the UK through advocacy

Pet Care

By 2028 demonstrate how our products, services and advice support the health of the nation's pets

Charity

By 2028 help 500k pets through our charity work

Education

By 2028 educate 300k children in responsible pet ownership (2020 base)



Highlights

458

pet care centres and 447 vet practices

£9.2m+

raised by Pets Foundation and Pets Club Lifelines

1,329,776

pets fed for one day through the Bluecross foodbank partnership

£880k

grant funding awarded to pet rescues

900k+

grooms completed

35k+

small animal pets rehomed through adoption centres

51k+

Over 51k children have attended our pet pals sessions, helping children learn about responsible pet ownership

2

new clinical training hubs

New

New antimicrobial research project underway with the Royal Veterinary College

Pets in our care

Experienced well-regarded veterinary surgeons lead our clinical and pet teams. Their teams of veterinary and animal welfare professionals have advanced knowledge, covering clinical and welfare areas for all pets.

As part of our purpose to create a better world for pets and the people who love them, our Pet Welfare Committee, Responsible Products Committee, Clinical and Pet Welfare and Technical, QA and NPD teams work hard to ensure that pet welfare is at the heart of everything we do. Our Pet Welfare Committee, reporting to the ESG Committee, is the guardian of our number one value, we put pets first.

All our pets are domestically bred, and, via quarterly audits, our Pet Team ensure the standards of care at our breeders and in store fulfil and exceed our Pets at Home Codes of Practice, and the 'five welfare needs' described in the Animal Welfare Act, 2006. We are more focused on the welfare domains which better addresses animal welfare needs. An enhanced audit process was introduced in April 2021 to ensure stores maintain the highest level of pet care and welfare. This audit system provides opportunities for colleagues to develop their pet care skills via webinars, and formal and informal training sessions provided by the Pet Team. All breeders receive annual audits by independent veterinary surgeons and quarterly internal audits.

Additionally, the Pet Team advise on, and continually update, pet care training modules for colleagues. This year we introduced dynamic route planning for all pet transport routes which has resulted in fewer trips and road miles for pets, resulting in continued incremental improvements in welfare.

Breeders

All our pets are domestically bred by carefully selected breeders, with all of our small animal and reptile breeders located in the UK to minimise the journey time to our stores. All pet breeding facilities and procedures are audited quarterly by the Pet Team to ensure adherence to the 'five welfare needs' described in the Animal Welfare Act, 2006, and to our codes of practice. Breeders are also audited at least annually by three independent veterinary surgeons, and receive quarterly audits from our Pet Team.



Health check

Before the journey from the breeder to store every single pet is health checked and confirmed fit to travel by our team of highly trained Pet Health Checkers.



Transport

Pets are transported to store in our own fleet of specifically equipped and climate controlled vehicles. Our pet delivery drivers receive specialised training in the transport of pets.



Quiet rooms

Each store has a secluded quiet room purpose-designed to allow pets to rest and settle into their new surroundings. All pets are provided with fresh water and appropriate food and enrichment whilst in the quiet room, and the environmental temperature is monitored and controlled by our Building Energy Management System.



Health check

At least twice per day all our reptiles and small animals receive welfare checks. Fish are checked at least every two hours during trading hours.





Here to help

Pets at Home are available at every step of the pet owner journey. We can provide the advice, products and services required for a happy and healthy life together.



Aftercare

Every customer who purchases a rabbit receives a telephone call after and all customers buying any other pet are offered a call. This is to ensure the pet has settled into its forever home and to answer any questions the new owner may have. Materials are available to support the new owner.



Pet Sale

Our aim is to find the right pet for every owner, and the right owner for every pet. Our hand-held technology guides colleague, and customer, through a series of welfare questions, and records the details of each sale. Colleagues are empowered to refuse the sale of any pet if they are not certain the welfare needs of the pet can be met. Free Pet Care Leaflets, developed in conjunction with the RSPCA, are available for all customers.

Stores are regularly 'mystery shopped' by an ex-RSPCA officer to ensure they adhere to the high standards of our pet sales protocols.



Health check

Every pet is health checked upon arrival in our stores, then at least twice daily for small animals and reptiles, and every two hours for fish. These welfare checks continue throughout their stay with us. Veterinary advice is always sought should there be any concerns about the health or welfare of a pet.



Sales floor

During their stay with us all pets receive the fresh water, food and environmental enrichment necessary to keep them fit and healthy, and are accommodated in housing compliant with Government guidelines. Every day, including Christmas and Boxing day, our highly trained colleagues complete carefully designed care and cleaning protocols to ensure the highest standards of pet welfare are maintained.

In England and Wales we provide customers with free RSPCA approved Pet Care Leaflets for all the pets we have in store. Similar leaflets are available in Scotland.

All our stores are licensed by the relevant authority to sell pets and are audited quarterly by the Pet Team subject matter experts to ensure we maintain the highest standards of pet welfare.

Case Studies

Rabbits

In recognition of the complexities of rabbit ownership, we only sell them in stores with an on-site veterinary practice. For the eighth year in a row we did not have them available for purchase, or adoption over the Easter period. We continue to assess the suitability of our pet care centres to sell rabbits from a space, environment and expertise perspective. Further reducing the number again in FY24 to ensure that where we sell them, we provide the best environment and advice. We support the code of practice for rabbit keeping and are committed to continuing to implement this. We continue to recommend rabbits be housed as compatible pairs or groups, and actively discourage the purchase of single animals.



Grooming

Groomers often see pets more than veterinary practices due to the frequency of grooms required. Pet welfare remains at the heart of our grooming proposition in our position as the leading premium grooming brand. Every consultation, in our state-of-the-art salons starts with a seven-point health check, whereby the coat, skin, eyes, ears, nose, teeth, feet and hygiene areas are all inspected. This allows our colleagues to recommend a grooming treatment that's right for the dog as well as sensitively bringing any concerns to the owner's attention. Our market-leading first aid training, which all colleagues complete in their first six weeks, was updated in FY24 to align with iPet (industry leading qualification). We also updated our heat stress and stress policies as part of our continuous improvement process. Grooming schedules have been reviewed and updated, resulting in a new digitally-enabled process based on breed and complexity. This ensures the right amount of time is allocated for each pet so groomers have the most appropriate time for grooms.



Fish

The welfare of fish in our care from breeding to arriving in their new home remains a priority. Over the years we have made numerous interventions to develop and align with best practice and to support and progress research in critical areas. In FY24 we have continued to introduce changes to the breeding and sales of cold-water fish. Only stores which have tanks over 60 litres can sell cold-water fish to ensure that customers purchasing them are able to invest in the right equipment so the fish are able to grow and thrive. We only sell cold-water fish at certain times of year to meet customer demand and to ensure that fish do not end up in store for long periods. We continue to reduce the footprint of our aquatics during refits so that we can introduce larger tanks to better meet needs.



Products, services and advice that put **pets first**

By providing a variety of pet care propositions across our pet care ecosystem we are best placed to guide pet owners through their pet care journey.

We are uniquely placed, like no other pet care business in the UK, to guide pet owners through the pet care journey with our network of pet care centres with veterinary teams, highly trained groomers, nutritional consultants, pet care experts and our digital ecosystem.

We put pets first

We put pets first has been our constant guiding star since we were founded. It is our number one value. The oversight rests with our Pet Welfare Committee, who are responsible for making us the credible, trusted voice in pet welfare. They create our pet welfare principles. The scope includes:

- The quality and health and welfare considerations and position on products and services and events sold/held by Pets at Home
- Welfare and risk strategy and management of pets in our stores, including breeders, supply chains and adoption centres
- The business position internally and externally on pet health and welfare and pets in society-related topics

The annual review of priority pet welfare areas in the UK resulted in 58 being identified as material to the business and where we are best placed to make a positive difference. Three areas were identified to prioritise – small animal cages, companion animal parasiticides and pet food. Policy groups were established to create our position and policy through research and engagement with subject matter experts.

Through our public affairs and veterinary teams, we have actively participated in major consultations on pet welfare in the UK.

This has included providing written and oral evidence to the Environment, Food and Rural Affairs Committee as part of their evidence session on Pet Welfare and Abuse. To highlight this issue with political stakeholders, we launched social media campaigns – including tips on looking after pets during different seasonal events. MPs across the political spectrum were engaged. These were delivered in conjunction with consumer campaigns.

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We have undertaken direct departmental engagement to raise the need for better pet welfare education. This has included meetings with key officials in the Department for Environment, Food and Rural Affairs, as well as an appearance before the Environment, Food and Rural Affairs Committee by our former Chief Veterinary Officer as part of their evidence session on Pet Welfare and Abuse.

We continue to actively lobby through direct and indirect channels for further improvements to pet and animal welfare legislation and for a reopening of the Veterinary Surgeons Act 1966. Pet welfare hinges on the ability of veterinary clinicians to keep our pets fit and healthy. The current legislation has been in place since 1966, and is no longer fit for purpose for a profession that has evolved significantly in the last sixty years. As part of our lobbying we participated in roundtables at Westminster on Selaine Saxby's Private Members' Bill – Animal Welfare (Import of Dogs, Cats and Ferrets) Bill. Only through legislative changes will we create the platform for vets and RVNs to deliver more impactful care and for the UK to create the means in which it can continue to lead the way in pet welfare.



Veterinary practice ownership

We are incredibly proud of our vet businesses, and the talented veterinary surgeons and veterinary nurses who own, run and work in their practices.

Our nationwide network of 447 small animal veterinary practices operates in conjunction with our Practice Owners. This unique model provides the opportunity for entrepreneurial vets to own their own business. The joint venture arrangement offers clinical and operational autonomy to practice owners supported by our business expertise. In FY24 we continued to support our practice owners to expand their clinical offerings enabling 26 extensions and the expansion of advanced procedures. We also operate 56 company-managed veterinary practices.

Our vet practices are supported by our remote pet care virtual veterinary offering which runs through The Vet Connection (TVC). In the last year it delivered 194k+ remote consultations, across all its services, with a team of c.90 colleagues including a veterinary team of RVNs, vets and in-house experts. Remote consultations deliver triage, advice and non-clinical support outcomes.



Clinical Excellence and Expertise

Veterinary teams are the beating heart of our business delivering expert clinical care across the nation.

Our clinical teams role is to support them so they can be their best at work, providing safe, tailored and contextualised care to patients and their owners. In FY24 we continued to invest in and expand our clinical team. This added expertise in veterinary nursing, quality improvement, clinical governance and education. As well as supporting practices, the team share their expertise at conferences, roundtables and through academic research initiatives and projects.

Our Joint Venture Council (JVC) are a group of elected practice owners who are the representative practice owner body to support office. One primary area of responsibility is to provide feedback on clinical areas which range from veterinary product tenders through to clinical governance areas and quality improvement.

All practices have the option of internal support towards achieving the Royal College of Veterinary Surgeons' Practice Standard Scheme (PSS) accreditation including support to achieve more advanced awards. The majority of practices are now accredited.

As part of an initial phase of development of the Clinical Academy, in FY24 we launched two clinical skills hubs, each with a unique area of clinical focus. The hubs are geographically located to facilitate accessibility for colleagues across the UK with the objective of providing innovative peer-to-peer training.

We remain steadfastly committed to progressing veterinary science and medicine and animal welfare in materially relevant areas. In FY24 we recruited a Clinical Research Lead to support our ambition. They provide internal expertise across the business, ensuring evidence-based decision making underpins our clinical and retail strategy, putting animal welfare at the forefront.

Responsible antimicrobial use remains a core focus for us. We have partnered with the Royal Vet College (RVC) Vet Compass team on their project, 'Improved stewardship to protect veterinary antimicrobial usage in UK cats and dogs'. We continue to share our anonymised clinical data with Vet Compass to support their research. We participated, for the second year, in a nationwide veterinary and human healthcare 'Antibiotic Amnesty' and continually update our prescribing guidelines for antibiotics, monitoring usage on a four-month cycle. We remain members of the companion animal group for the Responsible Use of Antimicrobials in Animals (RUMA) advisory board.

The four-year residency we are funding at the University of Edinburgh's Vet School has entered its second year. This unique residency helps us support and develop the next generation of exotics and rabbit specialists whilst simultaneously providing our clinical colleagues access to expertise. The range of services for vets includes specialist consultancy, access to a bespoke advice forum, clinical webinars, newly created training guides and case studies.

This residency is helping advance clinical practice in this field by disseminating information to the wider veterinary profession and pet owners.

We remain committed to supporting our clinical colleagues' wellbeing and, that of the wider profession. Only by being at their very best can our vets and veterinary nurses deliver the best clinical care. It is vitally important, as we strive to be the clinical employer of choice, that we create the working environment, conditions and career pathways that make vets and RVNs want to work for us, to stay with us, and if they do move on they leave having had a great experience. We continue to advocate for the use of the voluntary BVA Good Workplace code, and the code is now being developed into an accreditation scheme which is due to be launched in late 2024.

Through programmes such as our partnership with Spring Pod, where we are actively supporting digital programmes to inspire the next generation of vets, or our EMS bursary and support programmes we are continually developing and launching proactive interventions and initiatives at all stages and levels.

Within our advocacy approach, of particular focus is the work of Registered Veterinary Nurses (RVN) and we have undertaken listening focus groups around the country with our RVN colleagues as we look to develop our proposition.

Pets continued

Pets first continued

Responsible pet ownership – now and in the future

At Pets at Home, we bring pet care to life by using our network of pet care centres, who are at the heart of their communities, to engage with children (and their parents and carers) about how to look after pets.

We do this through knowledge, empathy and kindness and our in-person Pet Pal workshops. These run alongside our digital offering giving children the chance, through every school holiday, the opportunity to benefit. Over 51k children attended our workshops this year.

We continue to support the Beavers and Cubs and sponsor their Animal Friends and Animal Carer badges respectively.



Expert Pet Advice

Our leading Pet Care Development and follow on Pet Care Expert programmes continue to ensure we lead the way with pet care expertise training for all store colleagues.

We continue to invest in our online advice content so no matter how, or where, customers shop with us they can be assured they receive the best tailored advice for their pet and lifestyle. Through the pet nutrition expert panel, we convened internal and external stakeholders and developed food policies across key categories (raw (fresh and frozen), plant based and insect). These help align our broader future of food strategy with our pet welfare, livestock welfare (ingredient) and sustainability objectives. They used current evidence-based information where it existed and current consensus expert opinion where it did not. The policies will inform our advice and guide education of colleagues.



To find out more read it on page 30 of our people section

Technical and quality standards

All our own brand pet food has been tested to required industry standards set by the European Pet Food Industry Federation (FEDIAF).

We also conduct additional tests on a risk basis that include extra testing on areas including DNA, species detection and detection of specific mycotoxins. As we are expanding our raw and frozen offerings for pets we have ensured that through our pet food policy group our pet food manifesto reflects the most current evidence-based position for advice on how to feed pet food safely. We ask all relevant manufacturers and brands of relevant pet foods to be accredited with one the UK Petfood raw pet food accreditation scheme.

Our verification processes mean that our suppliers are routinely checked for quality and safety. Through the regular visits to our supplier base by our industry experts we are driving continuous improvement and best practice across the industry both from a quality management but also social and ethical compliance perspective.

The teams are constantly reviewing our testing protocols to ensure industry leading standards for pet welfare; for example within our hutch cover category, where thermal insulation during the cold winter months is critical, we have worked to develop rigid thermal testing methods to give customers the reassurance of safety when housing their pets outside during the colder weather. Having colleagues on the ground conducting regular audits of our suppliers has helped to ensure that product quality and safety standards remain of paramount importance, and we pride ourselves on having exceptionally low complaints within all our product categories.

Products that put pets first

We benefit from a high level of private labels across our food and accessory ranges, this means we can develop unique and exclusive products for our customers and their pets with pet welfare at the heart of our developments.

Whilst our Pet Welfare Committee sets our pet welfare principles, our Responsible Product Committee ensures that they are embedded into our strategy direction, product development and selection.

In FY24 we removed all smooth surfaced balls from our own label range to help reduce the risk of accidental choking. All balls now have a textured or raised surface to increase friction. We have also added to our customer guidance advising that balls should be thrown away from the dog, thus reducing the risk that the projectile force of the ball will be directed into the dog's mouth. This encourages chasing and discourages jumping which can cause joint and ligament issues.

We have enhanced our in-car safety range by developing and launching an impact tested harness. Our 3 Peaks Impact test harness meets the requirements of the US Child Restraint Systems standard – FMVSS 213 and is certified up to 32kg.

This improves car safety for the pet and helps protect the human occupants in the car from injury if the dog were to become unrestrained during a collision.

We continue to remove sugar from our treat ranges, especially in our seasonal Easter, Halloween and Christmas ranges as this does not benefit pets nutritionally. We now actively test for lactose and look to maintain very low or zero lactose levels across our treat ranges. Pets often have issues with digesting it so this ensures we are minimising the risk of any issues.

From an accessories perspective we do not have any products with glitter and we only source and stock responsible outfits. We have had an increased focus on enrichment/larger interactive toys for small animals. Enrichment is important to allow pets to exhibit normal behaviours and relieve or reduce boredom. This can in turn help reduce chewing of cages and escape attempts.



Pet Charity

Being there for pets and the people who love them when they need our help.

The Pets Foundation and our customer loyalty programme, Pets Club Lifelines remain integral to us delivering our ambition of positively improving the life of every pet in the UK.

They are at the heart of how we are delivering our purpose of creating a better world for pets and the people who love them with a significant reach. Through them we help keep pets with the people who love them, improve access to the benefits of pet ownership and expose more people to the incredible benefits of pets. They have enabled us to award grants, facilitate fundraising in-store by local charitable partners, manage a national network of adoption centres and provide a national pet food bank network.

Pets Foundation

The Pets Foundation is the largest grant giver to pet rescues in the UK. This was our third year of supporting charities that help improve the lives of people through pets, expanding our impact and reach to benefit the lives of more people and pets than ever before. We are now starting to see the impact of several of our multi-year funding grants demonstrating the importance of these in driving lasting change.

Our four strategic pillars guide our actions and we remain committed to improving the life of every pet in the UK.



£5.9m

Over £5.9m raised in FY24

323

323 community partnerships

£1.9m

£1.9m raised during our Santa Paws appeal

£580k

Over £580k donated to Hearing Dogs following our second Summer appeal bringing the total donated to over £1.1m

>£885k

Over £885k in grants awarded to rescues

£240k

awarded to Birmingham Dogs Home in our largest ever single grant to support the building of a behaviour unit

Our work is focused on four pillars:



Fundraising

We're committed to making a difference: Funds raised go towards providing much needed support for pets and the people who love them.



Adoption centres

With over 450 small pet adoption centres nationwide, we do everything we can to find small pets a forever, loving home.



Communities

By working alongside our charitable partners we make an impact in local communities across the country.



Grants

Through our grant funding, we're proud to work with rescue centres and charities that support pets and people across the country.

Grants

Rescue Grants

As the leading financial supporter of rescues in the UK, our dedication to this sector has been unwavering since we were founded. This year, we proudly continued provided over £880,000 in grant funding with a further £447,000 being pledged in funding to support rescue and rehoming organisations.

These funds are crucial in supporting essential day-to-day activities, ranging from veterinary costs to kennel builds. We have expanded our support to include initiatives addressing pet relinquishment. We are committed to identifying the underlying reasons behind pet relinquishment.

This will help us keep more pets in loving homes, reducing the number of animals entering rescues with impact across the sector.

Assistance grants

In our third year of supporting organisations dedicated to assisting people through pets, we awarded over £1.4m (including pledges released) to support initiatives helping those who need it most. Pets enrich people's lives as companions and are often lifelines for individuals facing various challenges. We take great pride in collaborating with these charities, recognising their invaluable contributions to our local communities.

Case Study

Birmingham Dogs Home

Awarded £240,000 to support the building of a behavioural unit.

Creating a dedicated, peaceful environment suitable for the emotional rehabilitation and training of the homeless dogs in their care, has been key to the charity's long-term plans at Birmingham Dogs Home.

The majority of the homeless dogs they care for have been abandoned or neglected and arrive with a range of complex emotional and medical issues. With their grant they have created a brand new centre, with eight spacious, calm, comfortable rooms with adjoining outside spaces.

There is a 'real living space' where the dogs can relax in a home environment. These facilities enable Birmingham Dogs Home to provide the very best dedicated behavioural support, enrichment and focused training to dogs who are struggling to cope in kennels.



“

Having the backing and belief in our vision from the Pets Foundation team has been truly transformational for our charity. We believe that every dog matters and our mission is to give the very best support we can to the dogs that need our care and expertise the most. With the backing of Pets Foundation, they have made this possible.

Giles Webber, CEO Birmingham Dogs Home

Case Study

Refuge4Pets Cornwall

Awarded £85,469 over three years to support the resource within their project worker team.

At least 66% of victim-survivors of domestic abuse will delay leaving, stay or return to an abusive relationship if they cannot take their pets with them. This is where Refuge4Pets come in. They provide a free, confidential and specialist animal fostering service in Devon and Cornwall so victim-survivors of domestic abuse can escape to safety with their much-loved animals.

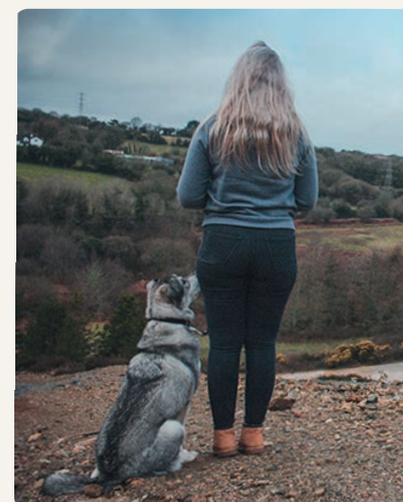
The additional resource we have funded provides support to their fantastic team of volunteer animal foster carers.

Last year alone the team supported 53 new families to escape domestic abuse by fostering 91 new animals.

“

The support that we receive from Pets Foundation through grants, Lifeline vouchers and donated pallets enables us to deliver this life changing and in some cases lifesaving service to people and animals.

Mary Wakeham, CEO Refuge4Pets



Pet Charity continued



Case Study

Give A Dog A Bone, Scotland

Awarded £30,000 a year for three years towards the running costs of their three Community Hubs, providing dog-friendly spaces and dog-friendly activities to tackle social isolation amongst older people.

“

The three year grant we have received from The Pets Foundation has provided us with security and stability towards staffing costs. As a small charity, this has been invaluable – knowing we have multi-year support has made a huge difference to us.

Louise Russell BEM, Founder and Chief Executive

Pet care centre community partners

At the Pets at Home Foundation, we are dedicated to making a difference in the lives of pets and people within local communities. One of our key initiatives is our Community Partner Programme, which allows every Pets at Home store to collaborate and support a local charity. Through this we raise funds and awareness for the invaluable work being done within our communities.



We are immensely grateful to our community partners for their unwavering commitment and tireless efforts in supporting pets and people in need within our local communities.

This year, we are proud to have supported 323 partners across the UK.

Foodbanks

The cost-of-living crisis has affected many people and families up and down the UK. For some people making sure they can continue to feed their pet, a loved member of the family, has been hard. Insight reports suggest that people will often feed their pet before themselves due to the closeness of their bond. Our nationwide partnership with the Blue Cross on provision of pet food into foodbanks has now entered its second year and is focused on ensuring every pet owner that needs support feeding their pet will be able to access pet food through the food banks when they need it. With over 400 partner food banks we have made a significant impact, having helped over 63,000 pets and over 42,000 people. This project truly supports keeping pets and people together in loving homes.



Donated Stock

Pets at Home generously donates any imperfect, damaged or surplus stock to pets in need across the UK with delivery of these pallets to areas where the support is needed most. This initiative has a significant impact on rescues throughout the UK. We are proud to play a part in supporting these rescues and helping them to support the pets in their care. This year, we distributed 1,210 pallets and over £620,000 of essential products donated to pets in need.

Pets Club Lifelines

Every time a customer swipes or scans their card they are supporting over 750 charities through our Pets Club. Every quarter, vouchers are sent to the charities, allowing them to purchase food and essentials from Pets at Home for the pets in their care. This year over £3.3m was raised through lifelines.

Case Study



Cats Protection

Thirteen-year-old Blanche came into the care of Cats Protection with a large scratch on her nose and damage to her ears from overexposure to the sun.

She had been desperately trying to get into her old house, but had been abandoned by her previous owner. She had been trying to find food for herself, which caused several eating issues for many months. It left her being sick regularly and not wanting to eat.

The VIP Pets Club vouchers allowed them to buy a wide range of different foods for Blanche. This helped to both tempt her into eating when she needed to and allowed them to purchase specialist foods that helped prevent her from being sick.

Case Study

Guide Dog Puppies

Guide Dogs has partnered with Pets at Home and their Pets Club (formerly known as VIP scheme) since 2015.

Up to the end of 2023, shoppers have raised an incredible £908,500 worth of Lifelines vouchers for Guide Dogs, simply by scanning their VIP card when buying necessities for their pets. This scheme and the wonderful support from its members, have enabled Guide Dogs to purchase much-needed toys, training and care equipment for their guide dogs, guide dog puppies and our buddy dogs. The collaboration with Pets at Home is vital to their work, helping them to train and care for all of our dogs who ultimately enable people with sight loss to lead active and independent lives.



The benefits of our Lifelines vouchers for our teams, volunteers and our puppies are massive! Our Puppy Development Advisors utilise the vouchers to buy enrichment toys and chews for puppy classes and group training. We can purchase items for individual training needs, such as specific toys to aide with recall and LickiMats for assisting with settling in social environments.

We purchase high value reward treats to enable us to reinforce desired behaviours. We are very grateful for the vouchers we receive; they truly do help us in training the behaviours needed in our future guide dogs, whilst also supporting our volunteers.

Haley Andrews, Head of Puppy Raising, Guide Dogs

Case Study

Adoption Centres

The Foundation rescues and rehomes small animals at our adoption centres based in most Pets at Home stores.

They exist for any owner who can no longer care for their small pet. The Pets Foundation takes the pet in, covering any medical care costs and providing them with a temporary home, until a new loving forever home is found. When a rabbit is adopted from an adoption centre into its loving home, it leaves with vouchers for a free health check, vaccination, and neutering. This year we have rehomed over 35,000 pets into loving homes.

Looking ahead

Small Animal Cages

There is a gap in knowledge about housing requirements for small animals. Using an expert panel and commissioned research we will develop and publish evidence-based guidelines and recommendations for housing requirements for guinea pigs, rats and gerbils.

Pet Charity

The Pets at Home Foundation will continue to be there for pets and the people who love them when they need us, through our fundraising and grant programmes. FY25 will see our grant programmes continue, with a renewed focus on supporting rescues up and down the country and multi-year funding for strategic programmes.

Grooming

We have been developing an enhanced health check for groomers which will launch in FY25 and be integrated with their training. This will help our groomers ensure they provide the right advice to visit their vet whenever there might be a concern identified.



People

Goal: To be the best employer and developer of pet care talent

Our approach

Within our People pillar we have a strategic focus on how we will become the best employer and developer of pet care talent. In today's competitive talent landscape, it has never been more important to develop, support and reward people and we know that how this is done makes the difference between being a good employer and a great employer. In FY25 we will continue to build on our strategy of investing in pet care expertise across all consumer facing roles, enabling more clinical employment and development opportunities to be created. Diversity and inclusion continues to remain a strategic priority and we have committed to ensuring our colleague base truly represents our diverse communities within the next five years.

Strategic priorities

Our goal of becoming the best employer and developer of pet care talent will be achieved by:

- Continuous investment in pet care expertise
- Compelling clinical careers and development opportunities
- Colleagues fully representing our diverse communities

Our focus areas for this report

- Culture and values
- Diversity and inclusion
- Pet care expertise
- Well being, reward and Human Rights
- Health and safety

Alignment to materiality review

SDGs	People Material Topic	ESG material topics ranking
 4 QUALITY EDUCATION	Talent and Development	1=
	Diversity and Inclusion	3=
 8 DECENT WORK AND ECONOMIC GROWTH	Human Health, wellbeing and safety	3=
	Community contribution	4=
 10 REDUCED INEQUALITIES	Labour Practices and Human Rights	6=

See our SDG detailed summary on page 46
 See our full materiality review on page 47

Our targets

Pet care expertise

By 2028 maximise pet care training investment and opportunity creation

Diversity

By 2028 reflect the diversity of the communities we operate in, achieving 12% representation of people from ethnic minorities

Community

By 2028 donate over 50,000 colleague hours to support community organisations



Highlights

466

apprentices across the Group

266

veterinary graduates across both cohorts

1800+

Over 1800 trained SQPs

6,000+

Over 6,000 trained nutritionists

815

colleagues have achieved the 'Pet care Expert' training level

10,143

In line with our strategy to engage all colleagues in the long term success of the business 10,143 colleagues received an award of free shares in 2024

16,000+

hours of colleague volunteering donated to community projects

600+

Over 600 colleagues attending or viewing the weekly colleague support office briefing 'The shoal'

2776

young people have engaged with our virtual veterinary work experience programme supporting widening the participation of future talent

50+

weekly live colleague briefing events held across the year

Our culture, values and behaviours

People sit at the heart of our business; they always have done, and they always will. Our culture is something we are incredibly proud of. We believe it is one of the main reasons people choose to join us, why they stay and if they leave why they continue to recommend others to join us.

Our purpose
To create a better world for pets and the people who love them

Our values



We put pets first



We're experts in our field



We lead the way



We help owners be their best



We're proud of what we do together

Values and behaviours

Our values, were relaunched during 2021 and remain at the heart of our business culture and strategy.

Our behaviours bring our values to life. It's how our colleagues act each day in everything they do – be that providing expert care and advice to pets and their owners, interactions with each other or making a positive difference in their local community.

- Be courageous
- Be honest
- Be respectful
- Be inspiring
- Be supportive

Listening and engagement

Listening to colleagues is critical to any business and we ensure colleagues are listened to throughout the year by running campaigns such as the engagement pulse survey and through executive visits to stores, practices and distribution centres. Members of our Executive Team have been out and about across our pet care centres, practices, support office and distribution centres getting to know individuals, teams and critically understanding their views of our business. 66% of colleagues completed a short engagement pulse survey in March 2024, it consisted of 15 questions and there was an overall engagement score of 82% based on the average score from five of these questions.

Engagement pulse survey highlights

Pulse survey statement	% of colleagues who selected 'strongly agree' or 'agree' to the statement
I feel committed to supporting the business with our Better World Pledge (Pets, People and the Planet)	83%
I feel like I can be myself at work	82%
I understand the business' vision and strategy	78%

One of our Non Executive Directors takes Board level responsibility for colleague engagement, and she has hosted five listening sessions during the year. These followed the pulse engagement survey and focused on key themes from it. The business ensures regular communication with colleagues through various channels such as business area-specific briefings which we call 'shoals', intranet updates, and an all colleague video called 'CEO diaries'.

These channels deliver essential business updates and highlight engagement areas including diversity and inclusion, pet welfare and sustainability.

The Company hosted its inaugural joint retail, vet and support office conference in April 2023, and organised a dedicated nutrition summit for the retail division.

Committed to Diversity and Inclusion

Pets just see people, and this continues to be the foundation of our approach to diversity and inclusion. We are committed to having a diverse colleague base that represents the communities we operate in.

'Strategic' rating in EDI maturity curve

We aim to weave diversity and inclusion into everything we do and we were delighted to receive a 'Strategic' rating and silver accreditation after completing the EDI maturity curve run by the organisation Diversity in Retail, which we are members of.

Collaborating with other organisations

We are also active members of the Business Disability Forum and are proud to work with the Prince's Trust on their in-work support programmes.

This year we have also committed funding to workshops run by Animal Aspirations, an organisation set-up by veterinary student volunteers to introduce school children and college students from backgrounds that are under-represented in the profession, to the possibility of a veterinary career.

Diversity data

Building on the progress we had already made with our diversity data capture, we have created a comprehensive dashboard that enables us to analyse our diversity data across multiple characteristics, role types and areas of our business and we are also beginning to look at the intersection of different diversity characteristics across our colleague population. We have continued to focus on diverse ethnic representation amongst our colleagues, which is below the national average.

Focusing on ethnic diversity

Last year, using the 2021 ONS data, we analysed the ethnicity of the communities in the consumer catchment areas around our stores, and within a 30-minute drive-time from Stafford DC and 60 minute drive-time from Handforth support office and set a target of 12% which is based on this analysis.

This analysis and targets exclude the veterinary part of our business but we are committed to work on initiatives that will support greater diversity at entry level into the profession. In year one we have increased diverse ethnic representation amongst our colleagues from 3% to 4.9%. As well as attracting and hiring more colleagues from diverse ethnic backgrounds, we also recognise the importance of opportunities for progression and for the first time this year, two of our colleagues took part in the Diversity in Retail Ethnic Future Leaders Programme, and we are looking forward to more colleagues joining the programme in the coming months.

Colleague education

This year we have expanded our diversity and inclusion education offering and delivered 11 Conscious Inclusion sessions focusing on the principles that support diversity and inclusion to teams across the business, from Support Office to store and practice manager colleagues. These sessions complement our foundation training and to make the content accessible to even more colleagues, it is now included as an e-learning module in our Passport to Managing Excellence, alongside a separate unconscious bias session.

Looking ahead

Looking ahead, we are continuing to prioritise improving our representation of ethnic diversity, whilst also sharpening our focus on consumer inclusion. We want all our customers to have a fantastic shopping experience with us and as part of this commitment we are reviewing the accessibility of our new store format. We have also recorded a film with the charity Hearing Dogs for Deaf People to help educate our colleagues on the experience of consumers with hearing loss and how they can best support these consumers in our Pet Care Centres.



See page 42 for our people performance data for more information on our diversity data



Continuous investment in pet care expertise

Colleague development, support and reward is critical to our overall colleague proposition and how we will retain and attract talent in an increasingly competitive market. In sectors such as veterinary and data/IT this will mean we are well positioned to attract high performing talent to our teams. We have a steadfast ambition to become the employer of choice not just for pet care experts but for clinical talent and to be famous for offering the best colleague experience in the veterinary professions.

Compelling clinical careers and development opportunities

During the year we have developed our clinical talent strategy which focuses on three pillars: recruitment, retention and building clinical capability.

Recruitment

The market for veterinary talent is highly competitive so we have worked to extend our recruitment activity. Our support starts before employment at the University stage and our EMS bursary programme has now been running for five years with 210 bursaries awarded and a total investment of £125k in FY24. Additionally, our ten scholarship students at Nottingham vet school are benefiting from our financial support. The foundation of our early careers strategy is our award-winning vet graduate programme which continues to go from strength to strength with 266 graduates across both cohorts which is an increase of 101 vs last year. They benefit from around 180 hours of CPD over the two year programme, 157% more than their mandatory required amount. The training focus continues to be as much on their personal development as it is their clinical with wellbeing initiatives and support wrapped round everything. We have expanded our recruitment activities internationally in addition to our UK-based activity and have seen an increase in the number of international vets in our business and our overall vet vacancies have dropped during the year.

We saw an uplift of 10% in our Veterinary Nursing apprentices. This is a critical talent category for us and one where we have firm ambitions to drive further growth and development in coming years by investing in our proposition and approach to training.

Retention

Our retention strategy is focused on us being the number one destination for clinical talent. Our unique model offers the benefits of ownership and clinical freedom. We are working to support practices to use the British Veterinary Association (BVA) good work place guidance to create the optimal environment for practice colleagues to flourish.

Clinical capability

During the year our Clinical Academy strategy has been developed. It aims to support all clinical and non clinical practice colleagues at every stage of their career and all stages of experience. FY24 saw the beginning of the implementation of this strategy with the launch of our first two physical clinical hubs located in Leeds Birstall and Cambridge Barr Hill and the expansion of our graduate training programme to recruit a 200 intake.

Clinical talent summary

KPI	Performance
Increase in graduates across both cohorts	95%
Net increase in vets	10%
Net increase in vet nurses	10%
Number of international vet hires	129
Number of clinical hubs opened	2

Pet care expertise

We continue to invest and introduce flagship programmes for colleagues building on an already strong learning and development foundation. In the Summer of 2022 we launched our ground-breaking Pet Care Expert programme which is focused on equipping our colleagues even further to be the leading pet experts in their field. Every store can nominate a colleague to go through the nine-month blended learning programme. Since launch we have had two cohorts enrol and 815 have graduated by May 2024. This programme will be a critical component of us developing and retaining top talent and it provides the natural follow-on pathway from our entry-level pet care development programme.

Grooming expertise

In recognition of this profession and the standards and skills needed to perform the job safely and to a high standard we remain committed to setting the standards and provide leading levels of training and a welfare focused environment. Colleagues are required to complete their first aid and dog behaviour courses within the first six weeks, and are therefore able to handle dogs attentively, and react quickly if first aid is required. As experts in our field, all grooming salon colleagues undergo extensive training with over 1000 hours of training required to be able to complete our nine assessment stages on the 'prep it', 'clip it' and 'snip it' programme before they can fully groom a dog. Their qualifications come with a tight quality assurance process regulated by Ofqual, but more importantly, the criteria is set by industry experts. Over 77% of our groomers are now a fully trained stylist.



Nutritional expertise

We successfully launched our nutritional training to support the new nutrition matrix in FY23. Since launch we have had 6,044 colleagues completing the core modules and 1430 completing the intermediate modules, easily achieving our ambition of having one colleague per store with intermediate level training.

Pet Expertise summary

As at year end FY24	Number of colleagues
Number of Pet Care experts graduated	815
Number of SQPs	1882
Number of grooming fully trained stylists	896
Number of nutritionist core	6044
Number of nutritionist intermediate	1430

Early careers and apprenticeships

With a strong investment in 'grow our own' talent, we have supported over 466 apprentices this year with programmes ranging from Vet Nursing, Leadership, Data and Finance. This represents a 17% uplift vs last year. 35 colleagues are now benefiting from or have gained an apprenticeship qualification in our Data Academy. This has delivered estimated business savings of £1.8m. We are committed to widening participation of future veterinary talent so this year we launched a virtual veterinary work experience programme with Springpod. The results have been beyond expectations with 2,776 participants, 42% from non-white backgrounds and 25% eligible for free school meals. Based on this success we have committed to a three year partnership with Springpod. This will be integrated with our vet school engagement strategy along with the EMS bursary scheme.

Early careers summary

As at year end FY24	Number of colleagues
Veterinary Graduates	266
Overall Apprenticeships	466
Student Veterinary Nurse Apprenticeships	162
Support office Apprenticeships	81
Veterinary EMS bursary	150
Digital Academy	35

Wellbeing, reward and Human Rights

Wellbeing remains at the heart of our people strategy. It is important to us that people feel looked after at and outside of work and our wellbeing strategy places equal importance across all the wellbeing pillars: financial, emotional, physical and nutritional.

Mental health support

We have continued to invest in our Mental Health Training programme across the business, training a further 61 colleagues this year, building on the 665 who were trained over the last two years. This is providing vital support to colleagues in practice at the point of need. We concurrently invested further in our Manager's Mental Health training programme bringing the total trained across the business to 725.

Reward

We continue to invest in our total reward proposition to attract and retain talent in highly competitive retail and veterinary service markets. We continue to lead the way with our 'earn as you learn' model, with our hourly retail colleagues able to earn 30p more than the Real Living Wage on completion of the first step of their training achievable after three months. In April 2023 we increased our retail hourly pay rates to a starting rate of £10.60 (+10.4%) vs FY23. We continue to invest in colleague share ownership with 10,143 colleagues receiving an award of free shares in 2024. We have a Sharesave scheme which operates at a 20% discount option price and we continue to see strong uptake from colleagues. For more information on our reward strategy see the Remuneration Committee report in our Annual Report on page 68.

Human rights

Our responsibilities for people extend beyond the boundaries of our business. With the appointment of our dedicated Responsible Sourcing Specialist, we have continued to make progress against our plans. With the lifting of restrictions in China we have been able to resume in physical factory visits during FY24. As anticipated, this has resulted in the need to appoint another dedicated colleague in this region to conduct more visits and support factories with remediation activities. 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 don't meet these commitments.



More information on this area can be found in our [Human Rights and Modern Slavery Statement](#) on our corporate website

Case Study



Community volunteering

This year marked the third year of our community volunteering programme for colleagues called Our Better World Pledge community days. Eligible colleagues can take a paid day each year and volunteer for a community project of their choice.

This freedom of choice enables them to spend their day aligned to what is important to them. This day is also an underpin for colleagues on the group salaried bonus scheme which helps drive further participation and demonstrates the measure of importance the business places on it.

This year over 16,000 hours were donated by over 2,400 colleagues representing over 40% increase compared to last year. 40% of projects supported the planet with many having co-benefits for people and pets.

Health and Safety is our top priority

Keeping our colleagues, partners and consumers healthy and safe remains our top priority and we actively encourage a positive health and safety culture throughout our stores, practices, distribution centres and support offices.

The launch of the new compliance centre resulted in an increase in reported accidents across the business, with colleague accident rates increasing by 1.14 accidents per 1,000 colleagues, an increase in customer accidents of 0.18 per 100,000 transactions, and an increase in RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrence Regulations) accidents of 0.04 in our stores and practices. In our Distribution Centres, there was an increase of 0.14 accidents per 10,000 hours worked, and RIDDOR accidents decreased by 0.03 per 10,000 hours worked. We continue to improve the health and safety environment at our distribution centres. The effectiveness of these efforts is demonstrated by the steady year on year improvement on our accident statistics.

We have seen a slight increase in animal bites and scratches which remains our main accident causation, we also saw a decrease in slip and trip incidents with the number of other accident causations remaining similar to previous years.

Colleagues use our health and safety compliance system to record all incidents (including non-work related injuries). This does result in over reporting of workplace accidents and near misses to ensure we keep a record of these incidents.

We also report all accidents in accordance with the RIDDOR. This includes all incidents where the customer informs us of their intention to visit hospital as RIDDOR reportable. This also results in some over reporting of RIDDORs.

The Group health and safety committee meet quarterly and discuss various health and safety issues as well as undertaking deep dive projects.

During the year we undertook 358 health and safety audits (Vets/Retail stores) and fire risk assessed 450 locations. There have been no 'Health and Safety Enforcement Notices' served on any part the Group.

We provided updates to the Audit Committee and Executive Committee on health and safety performance and initiatives.

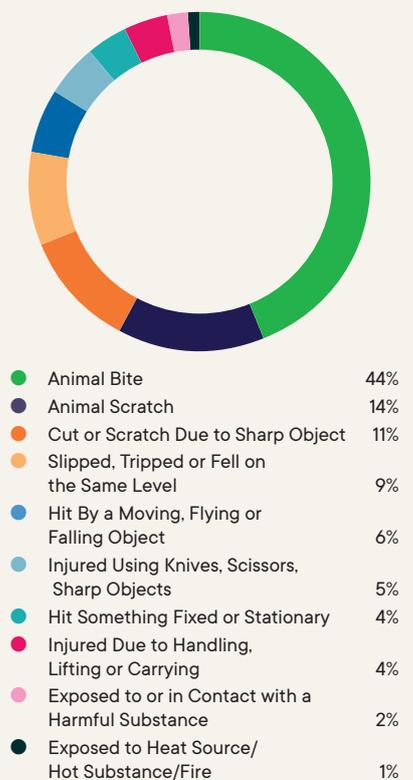
All Vet practices were re-registered on the new HSE RADAN portal following the HSE update to a new system. This allows our vet practices to continue to work with radiation generator (x-ray devices). All registrations were accepted by the HSE.

Our focus in the coming year will be:

- Supporting our stores, practices and distribution centres in maintaining the levels of compliance and reviewing our safety management systems to ensure it remains relevant and continues to be fit for purpose.
- Provide the relevant guidance and advice to colleagues in all our stores and practices.

- The further implementation of our health and safety information on our newly launched intranet sites and deliver new updated health and safety training modules across all locations as well as developing a new module for animal handling and fitting harnesses and muzzles.
- Continually review and refine our Safety processes to reinforce our safety messages across the Group to all colleagues with a view to encouraging safe behaviour as a way of life.

Accident causations 2023/24



Looking ahead

1. Developing our pet care expertise

Developing market-leading pet expertise development programmes and content continues to be a key focus for us. We will build expertise across our retail teams, driving and supporting new food and consumer strategies and helping to further connect consumers to all parts of our ecosystem and build our expertise across the ecosystem. Our unique 'Pet Care Expert' programme and Nutritional training provide a differentiated consumer experience and enable colleagues to grow and develop.

2. Supporting our clinical talent development

Our commitment to widening participation in the veterinary profession will continue with the expansion of our successful virtual veterinary work experience programme and support of the EMS bursary scheme. We will expand our new clinical academy which will help put us at the cutting edge of clinical education and enable us to achieve our veterinary business strategic goals. This will support our work to create a sustainable pipeline of highly engaged vet and nurse

talent with the clinical and behavioural skills and experiences required to be part of highly productive and effective clinical teams.

3. Improving our ethnic diversity

As part of our overall diversity and inclusion strategy we will continue to focus on increasing the representation of ethnic diversity amongst our colleagues to better connect with diverse pet owners and reflect the communities we work in.

Our Better World Pledge Strategy is supported by a **robust governance framework**

The management committees and associated groups have continued to meet regularly across the year.

Each of these is chaired by a Director and sponsored by a member of the Executive Management Team. The vet-specific elements of the strategy are lead by the Head of Sustainability and managed through the Climate Change and Waste Committee and directly with the Vet leadership team and Joint Venture Council (JVC). The Executive Management team and ESG Committee receive a progress update from the committees and groups at various frequencies during the year. Climate change is a standing item at every Board meeting.

ESG Governance



SASB alignment and policies

Reporting frameworks, indices and mapping to the Sustainable Development Goals (SDGs)

	In 2015, the United Nations published the UN Sustainable Development Goals (SDGs); 17 ambitious goals which aim to end poverty, protect our planet and increase prosperity and peace for all. We continue to fully support and contribute to these goals through a wide range of actions including reducing emissions to tackle climate change and recognising the value that pets bring to human wellbeing. We have included our contributions to below goal level from FY23 reporting onwards.
	TCFD developed a framework to help public companies and other organisations more effectively disclose climate-related risks and opportunities through their existing reporting processes. Pets at Home have implemented the recommendations of Task Force for Climate Related Financial Disclosure (TCFD). For our TCFD disclosure, please see our Annual Report and Financial Statements 2024.
	CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. Pets at Home participate in the CDP surveys relating to climate change. We have been award a 'B' rating for our climate change disclosure for three consecutive years and are committed to use this tool to track our progress and guide our priorities.
	The Sustainability Accounting Standards Board (SASB) is an independent nonprofit organisation that sets standards to guide the disclosure of financially material sustainability information by companies to their investors. SASB Standards identify the subset of environmental, social and governance (ESG) issues most relevant to financial performance in each of 77 industries. In 2024, we published our fourth SASB disclosure.
	Morgan Stanley Capital International ESG Rating is designed to measure a company's resilience to long-term industry material environmental, social and governance (ESG) risks. MSCI use a rules-based methodology to identify industry leaders and laggards, and their ESG Ratings range from leader (AAA, AA), average (A, BBB, BB) to laggard (B, CCC). We ranked AA as an industry leader in 2024 and for the last five years.
	Sustainalytics ESG Rating measures how well companies proactively manage the environmental, social and governance issues that are the most material to their business, with a focus on a company's ability to mitigate risks and capitalise on opportunities. We scored 14.33 in their 2024 ESG risk rating which is a low risk. This has improved from a strong low-risk score of 15.52 in 2020.
	The FTSE4Good is for listed companies and inclusion is given by reaching a threshold level of points in the annual FTSE Russell ESG rating review. The ESG review covers a wide range of ESG topics including climate change, human rights, health and safety and risk management. Pets at Home have been included for the first time in 2023 with an ESG score of 4.3 out of 5.

SASB

The Sustainability Accounting Standards Board (SASB) has developed a set of industry-specific sustainability standards. These identify financially material metrics for companies to communicate their sustainability approach and performance to investors. Our Social Value report communicates a number of the SASB metrics, based on the standards for the Multiline and Speciality Retailers and Distributors industry.

Topic	Accounting metric	SASB reference	Link to Pets at Home reporting
Energy Management in Retail/Distribution	(1) Total energy consumed (2) % grid electricity (3) % renewable energy	CG-MR-130a. 1	See page 14 of our Sustainability Report FY24, entitled 'Our operational impacts'.
Data Security	Description of approach to identifying and addressing data security risks	CG-MR-230a. 1	See page 25 of our Annual Report FY24, entitled 'Information Security and business critical systems'.
Workforce Diversity and Inclusion	Percentage of (1) gender and (2) diversity group representation for (a) executive management and (b) non-executive management and (c) all other employees	CG-MR. 330a. 1	See page 45 of our Sustainability Report FY24, entitled 'Additional Colleague Data and p44 of our Sustainability Report FY24 entitled People targets'.
Labour Practices	Average hourly wage and percentage of in-store employees earning minimum wage, by region (country)	CG-MR-310a. 1	See page 67 of our Annual report FY24, entitled 'Investment in base pay'.
	(1) Voluntary and (2) involuntary employee turnover rate for in-store employees and distribution centre employees	CG-MR-310a. 2	See page 45 of our Sustainability Report FY24, entitled 'Additional colleague data'.
Product Sourcing, Packaging and Marketing	Revenue from products third-party certified to environmental and/or social sustainability standards	CG-MR-410a. 1	See page 15 of our Sustainability Report FY24, entitled 'Value chain impacts'.
	Description of strategies to reduce the environmental impact of packaging	CG-MR-410a. 3	See page 12 of our Sustainability Report FY24, entitled 'Waste and recycling' and page 17, entitled 'Packaging data'.

Policies and procedures

Please see the corporate website for our policies and other disclosures including:

- Diversity and Inclusion policy
- Packaging policy
- Environmental policy
- Human Rights policy
- Raw Material Sourcing policy
- Supplier code of conduct
- Whistleblowing policy
- Human Rights and Modern Slavery Statement
- Code of Ethics and Business Conduct
- Anti-Bribery policy
- Gender Pay Gap Report
- Responsible Sourcing Handbook

 Find out more: <https://investors.petsathome.com>

We are committed to report on our progress towards **meeting our targets**

At the end of the first year of delivering our refreshed strategy we are pleased to share our progress against the milestones set on our journey to delivering our long term targets. Out of the 12 milestones set, we have delivered nine. The three target areas where we did not meet our original objectives have seen considerable progress and we are committed to continue to set annual milestones that are stretching and report transparently against them.

Planet Targets

2028 OBWP Sustainability Target	FY24 milestone	FY24 update	Status
<p>1. All priority Own Brand (OB) petfood products carbon footprinted</p> <p>New target</p> <p>Enabler for Net Zero target</p>	50 products, which is approximately 5% of OB petfood	Over 60 products carbon footprinted	FY24 milestone delivered and FY28 target on track
<p>2. All priority suppliers to have established carbon maturity plans in place and 50% to have reached leadership category</p> <p>New target</p> <p>Key priority for Net Zero target</p>	Successful launch of M2030 platform to priority suppliers	<p>Launch to suppliers at September conference</p> <p>Phase one and two supplier launched successfully</p> <p>50 suppliers registered</p>	FY24 milestone delivered and FY28 target on track
<p>3. 100% priority raw materials (RM) sustainable and packaging recyclable</p> <p>Existing target extended to include supplier branded as well as own brand</p> <p>Key priority for Net Zero target 5</p>	<p>Own Brand RM: timber 22%, palm 44%, soya 40%</p> <p>Supplier Branded RM: develop process for data capture</p> <p>Packaging: Establish packaging data collection approach</p>	<p>Own Brand RM timber 57%, palm 43%, soya 65%</p> <p>Data collection and storage solutions under review</p> <p>New packaging lead joined in November 2023. Data collection under review</p>	<p>FY24 milestone delivered and FY28 target on track</p> <p>In progress, FY28 target on track</p> <p>In progress, FY28 target on track</p>
<p>4. 15,000 acres woodland created/restored (FY22 base)</p> <p>Existing target, updated timeline</p>	6,000 acres cumulatively	Over 6,000 acres created restored and protected	FY24 milestone delivered and FY28 target on track
<p>5. By 2030 achieve a 42% reduction in scopes 1, 2 and 3 vs a 2020 base on the journey to reaching Net Zero by 2040</p> <p>Existing target</p>	<p>Scope 1 and 2 (operational) initiatives progress</p> <p>Scope 3 rebase and re-forecast pathways to 2030 ahead of FLAG segregation and submission by 12/24</p>	<p>HVO roll out paused, while testing continues. Solar at Stafford approved and implementation will begin in FY24</p> <p>Anaesthetics gas stewardship programme launched</p> <p>FY24 Scope 1 and 2 CO₂e emissions have reduced by 3.5% vs FY23</p> <p>Scope 3 rebase completed using 2020 methodology and FY23 data</p>	<p>In progress</p> <p>Milestone to deliver long term targets on track</p>



Pet Targets

2028 OBWP Sustainability Target

6. Demonstrate how we have improved pet welfare in the UK through advocacy

New Target

7. Demonstrates how our products, services and advice support the health of the nation's pets

Existing Target

8. Help 500k pets through our charity work

Existing target area updated to reflect impact on pets

9. Educate 300k children in responsible pet ownership

Existing target, updated timeline

FY24 milestone

Clinical voice strategy developed and qualitative examples

Creation of singular topic/product position statement log for completed projects (Pets Wins)

Scope new pet welfare focus areas and policy approach

94k and develop impact measure approach

51k

FY24 update

Various parliamentary events attended, submitted evidence to the EFRA enquiry

Launch of 'Pet Wins' to colleagues, providing a comprehensive summary of product developments and listing decisions made that put pets first

Priority areas agreed: nutrition, parasiticides and small animal housing

Robust impact measure developed using external expert input

Over 123k pets positively impacted through grants, food banks and stock donations

Events have been attended by over 51k children

Status

FY24 milestone delivered and FY28 target on track

Performance summary continued

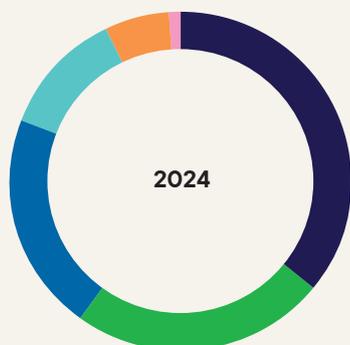


People Targets

2028 OBWP Sustainability Target	FY24 milestone	FY24 update	Status
<p>10. Maximise pet care training investment and opportunity creation</p> <p>New target</p>	<p>Pet care experts (PCE): 700 Suitably qualified persons (SQPs) 1900</p> <p>Nutritionist core: 6000 and Nutritionist intermediate 1300</p> <p>Stylists: 72% of groomers with full stylists qualifications</p> <p>Development of clinical academy proposition</p>	<p>PCE: 815</p> <p>SQPs: 2045</p> <p>Nutritionist Core: 6044 and Nutritionist intermediate: 1430</p> <p>Stylist: (over 77%)</p> <p>Clinical academy proposition developed and opened two clinical hubs in FY24</p>	<p>FY24 milestone delivered and FY28 target on track</p>
<p>11. Reflect the diversity of the communities we operate in, achieving 12%** representation of people from ethnic minorities</p> <p>New target</p> <p><small>** Note: excludes Vets due to low data completion rates, at present 12.3%.</small></p>	<p>5% (FY23 3%)</p>	<p>Total ethnic diversity representation 4.9%. Colleague data completion rate 81.4%</p>	<p>FY24 milestone missed by 0.1%</p> <p>FY28 target on track</p>
<p>12. Donate 50k colleague hours to support community organisations</p> <p>New target</p>	<p>11,765 (+1% vs FY23 11,649)</p>	<p>Over 16,000 donated + 40% vs last year</p>	<p>FY24 milestone delivered and FY28 target on track</p>

Additional People Data

Colleague diversity data



	2024	2023
● % Colleagues aged 25 to 34 years old	36%	37%
● % Colleagues aged under 25 years old	24%	24%
● % Colleagues aged 35 to 44 years old	21%	20%
● % Colleagues aged 45 to 54 years old	12%	12%
● % Colleagues aged 55 to 64 years old	6%	6%
● % Colleagues aged 65 and over	1%	1%

Gender Diversity all colleagues

Male

2024 26%

2023 26%

Female

2024 74%

2023 74%

	Combined Group		Pets at Home Retail		Vet Group	
	FY24	Change from prior year	FY24	Change from prior year	FY24	Change from prior year
Gender						
% of women on Plc Board (NED)*	63%	46%	-	-	-	-
% of women on Group Executive team*	67%	-5.6%	-	-	-	-
% of roles held by women total business	74%	0%	65%	0%	88%	0%
% of senior management roles held by women	51%	-2%	51%	0%	52%	-1%
% of store managers women	-	-	43%	-1%	-	-
% of JVP women	-	-	-	-	56%	0%
Experience						
Colleagues with under two years' service	40%	-4%	40%	-5%	40%	-4%
Colleagues between two and five years' service	28%	5%	29%	7%	27%	2%
Colleagues between five and ten years' service	19%	0%	17%	0%	22%	-1%
Colleagues over ten years' service	13%	0%	15%	0%	10%	1%
% of store managers over ten years' service	-	-	56%	-3%	-	-
% of JVPs over ten years' service	-	-	-	-	50%	0%

* All data based on 28 March 2024 except for gender diversity of Plc Board and Group Executive Team which is as of 22 May 2024.

Colleague turnover (CTO)

	Total CTO	Unplanned CTO*
Group	27.4%	23.3%
Retail	25.9%	24.2%
Vets	24.0%	22.5%

Total CTO excludes end of temporary contract and transfers.

* Unplanned CTO additionally excludes dismissal, settlement and redundancy.

Assurance statement

Independent Limited Assurance Report to the Directors of Pets at Home Group PLC

Independent Limited Assurance Report by Deloitte LLP to the Directors of Pets at Home Group PLC on the selected Environmental, Social and Governance ('ESG') metrics (the 'Selected Information') within the Annual Report and Sustainability Report for the 52 week period ended 28 March 2024.

Our assurance conclusion

Based on our procedures described in this report, and evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information for the 52 week period ended 28 March 2024, as listed below and indicated with a * in the Annual Report and Sustainability Report has not been prepared, in all material respects, in accordance with the Applicable Criteria, including the Basis of Reporting prepared by the Directors.

Scope of our work

Pets At Home Group PLC has engaged us to perform an independent limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information ('ISAE 3000 (Revised)') and the International Standard on Assurance Engagements 3410 Assurance engagements on greenhouse gas statements (ISAE 3410), issued by the International Auditing and Assurance Standards Board ('IAASB').

The Selected Information in the scope of our engagement for the 52 week period ended 28 March 2024, as indicated with a * in the Annual Report and Sustainability Report, is as follows:

The Selected Information, as listed in the above table, needs to be read and understood together with the Applicable Criteria, including the Basis of Reporting found at: www.petsathomeplc.com/sustainability/

Inherent limitations of the Selected Information

We obtained limited assurance over the preparation of the Selected Information in accordance with the Applicable Criteria, including the Basis of Reporting. Inherent limitations exist in all assurance engagements.

Any internal control structure, no matter how effective, cannot eliminate the possibility that fraud, errors or irregularities may occur and remain undetected and because we use selective testing in our engagement, we cannot guarantee that errors or irregularities, if present, will be detected.

The self-defined Applicable Criteria, including the Basis of Reporting, the nature of the Selected Information, and absence of consistent external standards allow for different, but acceptable, measurement methodologies to be adopted which may result in variances between entities. The adopted measurement methodologies may also impact comparability of the Selected Information reported by different organisations and from year to year within an organisation as methodologies develop.

We draw your attention to the specific limitations, due to the nature of the Selected Information, set out in the 'Key procedures performed' section below.

Directors' responsibilities

The Directors are responsible for preparing an Annual Report which complies with the requirements of the Companies Act 2006 and for being satisfied that the Annual Report, taken as a whole, is fair, balanced and understandable.

The Directors are also responsible for:

- Selecting and establishing the Applicable Criteria.
- Preparing, measuring, presenting and reporting the Selected Information in accordance with the Applicable Criteria.
- Publishing the Applicable Criteria publicly in advance of, or at the same time as, the publication of the Selected Information.
- Designing, implementing and maintaining internal processes and controls over information relevant to the preparation of the Selected Information to ensure that they are free from material misstatement, including whether due to fraud or error.
- Providing sufficient access and making available all necessary records, correspondence, information and explanations to allow the successful completion of the engagement.

Selected Information	Unit of measurement	Reported amount
Greenhouse Gas (GHG) Emissions – Scope 1	Tonnes CO ₂ e	12,632
Indirect GHG emissions – Scope 2 – location based	Tonnes CO ₂ e	10,624
Indirect GHG emissions – Scope 2 – market based	Tonnes CO ₂ e	00
Indirect GHG emissions – Scope 3		
- Category 3: Electricity Transmission and Distribution Losses	Tonnes CO ₂ e	920
- Category 4: 3rd party logistics	Tonnes CO ₂ e	3,955
- Category 6: Employee travel	Tonnes CO ₂ e	726
Scope 1 and 2 GHG emissions intensity	Tonnes CO ₂ e/£m revenue	15.7

Our responsibilities

We are responsible for:

- Planning and performing procedures to obtain sufficient appropriate evidence in order to express an independent limited assurance conclusion on the Selected Information.
- Communicating matters that may be relevant to the Selected Information to the appropriate party including identified or suspected non-compliance with laws and regulations, fraud or suspected fraud, and bias in the preparation of the Selected Information.
- Reporting our conclusion in the form of an independent limited Assurance Report to the Directors.

Our independence and competence

In conducting our engagement, we complied with the independence and other ethical requirements of the ICAEW Code of Ethics. The ICAEW Code is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We applied the International Standard on Quality Management (UK) 1 ('ISQM (UK) 1'), issued by the Financial Reporting Council. Accordingly, we maintained a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Key procedures performed

We are required to plan and perform our work to address the areas where we have identified that a material misstatement in respect of the Selected Information is likely to arise. The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement in respect of the Selected Information, we performed the following procedures:

- We performed an assessment of the Applicable Criteria (the benchmarks used to measure or evaluate the underlying information) to determine whether they were suitable for the engagement circumstances.
- We performed analytical review procedures to understand the underlying subject matter and identify areas where a material misstatement of the Selected Information is likely to arise.
- Through inquiries of management, we obtained an understanding of the Company, its environment, processes and information systems relevant to the preparation of the Selected Information sufficient to identify and further assess risks of material misstatement in the Selected Information, and provide a basis for designing and performing procedures to respond to assessed risks and to obtain limited assurance to support a conclusion.

- Through inquiries of management, we understood that an external expert has been used in the preparation of the Selected Information. We evaluated the competence, capabilities and objectivity of that expert in the context of the work performed and also the appropriateness of that work as evidence.
- Through inquiries of management, we obtained an understanding of internal controls relevant to the Selected Information, the quantification process and data used in preparing the Selected Information, the methodology for gathering qualitative information, and the process for preparing and reporting the Selected Information. We did not evaluate the design of particular internal control activities, obtain evidence about their implementation or test their operating effectiveness.
- We inspected documents relating to the Selected Information, including board committee minutes to understand the level of management awareness and oversight of the Selected Information.
- We performed procedures over the Selected Information, including recalculation of relevant formulae used in manual calculations and assessment whether the data had been appropriately consolidated.
- We performed procedures over underlying data on a statistical sample basis to assess whether the data has been collected and reported in accordance with the Applicable Criteria, including verifying to source documentation.
- We performed procedures over the Selected Information including assessing management's assumptions and estimates.
- We accumulated misstatements and control deficiencies identified, assessing whether material.
- We read the narrative accompanying the Selected Information with regard to the Applicable Criteria and for consistency with our findings.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We performed our engagement to obtain limited assurance over the preparation of the Selected Information in accordance with the Applicable Criteria, including the Basis of Reporting.

We draw your attention to the following specific limitation:

- Scope 1 and 2 GHG emissions intensity is defined as total Scope 1 and 2 (tCO₂e emissions)/revenue (£m). Our procedures over the revenue portion of the Scope 1 and 2 GHG emissions intensity metric did not include verification of the revenue figure beyond tie back procedures.

Use of our report

This report is made solely to the Directors of Pets at Home Group PLC in accordance with ISAE 3000 (Revised), ISAE 3410 and our agreed terms of engagement. Our work has been undertaken so that we might state to the Directors of Pets at Home Group PLC those matters we have agreed to state to them in this report and for no other purpose.

Without assuming or accepting any responsibility or liability in respect of this report to any party other than Pets at Home Group PLC and the Directors of Pets at Home Group PLC, we acknowledge that the Directors of Pets at Home Group PLC may choose to make this report publicly available for others wishing to have access to it, which does not and will not affect or extend for any purpose or on any basis our responsibilities. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Pets at Home Group PLC and the Directors of Pets at Home Group PLC as a body, for our work, for this report, or for the conclusions we have formed.

The Applicable Criteria are designed for the Selected Information disclosed by Pets at Home Group PLC and as a result, the Selected Information may not be suitable for another purpose.



Deloitte
LLP Manchester
28 May 2024

Appendices

SDG alignment

We recognise the opportunity that we have to contribute to the delivery of the SDGs. As part of the strategy refresh we reviewed where we will be able to make the most impact and have identified eight targets within the five goals that we will be primarily focusing on. This exercise demonstrated that we have a lesser but still important impact on a number of the other goal areas. We particularly recognise the importance of partnerships in making sustainable progress.

	3	4	5	6	7	8	10	12	13	14	15	17	Primary SDG Targets	Comments
Planet	By 2028 all priority own brand food products carbon footprinted							🎯					🔗 Primary 12.5, 12.8	Leading in sustainable pet ownership
	By 2028 all priority suppliers have carbon reduction plans in place and will have achieved leadership category				🔗			🎯					🔗 Primary 12.6, 12.8	Leading change with our suppliers
	By 2028 all priority raw materials to be sustainable and packaging recyclable							🎯					🔗 Primary 12.5, 12.8	Leading in sustainable pet ownership
	By 2028 create, protect and restore over 16k acres of native UK woodland (2020 base)									🎯			🔗 Primary 15.2	Woodland Trust long term partnership
	By 2030 achieve a 42% reduction across Scopes 1, 2 and 3 vs 2020 base and new zero by 2040 (SBTi)				🔗	🔗	🎯		🎯	🎯				🔗 Primary 8.4, 12.6, 12.8,13.1,13.3
Pet	By 2028 demonstrate how we have improved pet welfare in the UK through advocacy	🎯											🔗 Primary 3.4	Pets promote exercise and wellbeing
	By 2028 demonstrate how our products, services and advice support the health of the nation's pets	🎯								🔗			🔗 Primary 3.4	Pets promote exercise and wellbeing
	By 2028 help 500k pets through our charity work	🎯		🔗				🎯					🔗 Primary 3.4	Pets promote exercise and wellbeing
	By 2028 educate 300k children in responsible pet ownership (since 2020)	🎯											🔗 Primary 3.4	Pets promote exercise and wellbeing
People	By 2028 maximise pet care training investment and opportunity creation		🎯		🔗	🔗	🎯						🔗 Primary 4.4, 8.5	Best employer and developer of pet care talent
	By 2028 colleagues to represent the diversity of the communities in which we operate		🎯				🎯	🔗					🔗 Primary 4.4, 8.5,10.3	Ensuring equal opportunities
	By 2028 donate over 50,000 colleague hours to support community organisations												🔗 Secondary 17	Partnering to deliver social impact



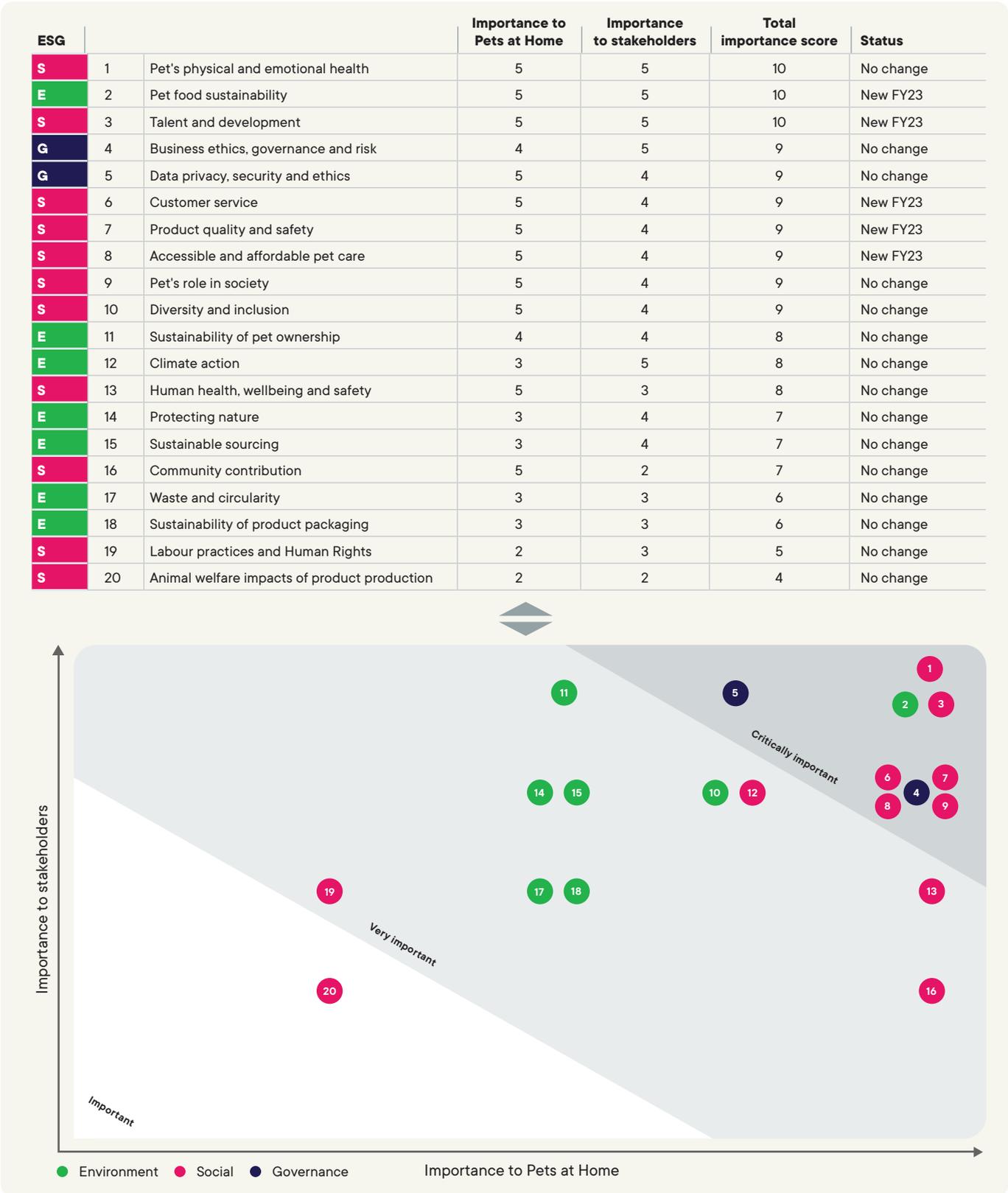
Primary linked SDG Goal and/or Target(s)



Secondary link SDG Goal and/or Target(s)

Materiality Assessment

A detailed materiality assessment is conducted every three years and refreshed annually during the two intervening years. The last detailed materiality assessment was conducted in the Autumn of 2022 as part of the strategy refresh and led to five new material topics being included. This process was led by the sustainability team and involved internal and external stakeholders interviews and feedback.



Pets at Home Group Plc

Chester House
Epsom Avenue
Handforth,
Wilmslow
Cheshire
SK9 3RN
United Kingdom

petsathome.com