

Pets

Sustainability Report 2025



**Our better
world pledge.**



Contents

This is our fifth stand-alone Sustainability Report and FY25 is the fourth full year since we launched Our Better World Pledge.

In this summary we report on our progress during FY25. 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 2025 and covers our financial year April 2024 to March 2025. It provides additional information to supplement the Pets at Home Group 2025 Annual Report and Accounts. It is intended to provide a longer read which we hope will be helpful and relevant to specialists interested

in sustainability 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.

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.

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For more information:
www.petsathomeplc.com/investors/

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Chief Executive Officer's introduction

Delivering our purpose.



“

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.

Lyssa McGowan, Chief Executive Officer

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 pivotal year

This was a pivotal year for the business as we delivered our digital transformation and transitioned our full distribution operation over to our new national DC. Inevitably these major projects bring challenges 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.

This report recognises numerous successes and reinforces our ambition and ongoing commitment to sustainability. Here are just some personal highlights:

- The launch of the first pet food product containing cultivated meat at our Brentford pet care centre in February 2025. The cultivated meat was produced by Good Dog Food Limited ('Meatly'), who Pets were an early investor in. Cultivated meat has the potential to significantly reduce the environmental impact of pet food in the longer term without compromising nutrition.

- We have pet food banks in every pet care centre, in partnership with the Blue Cross. We have collected enough food in the year to feed 1.6 million pets for a day which brings the total to 4 million since the initiative started in 2022.
- Our pet care centres are at the heart of our communities and over last year we have been delighted to welcome over 60,000 children to participate in our pet pal and scouting association sessions.

Our sustainability strategy sets the direction of our purpose: to create a better world for pets and the people who love them, to protect the planet and nature, and to respect and support the interests of all those touched by our business. Recognising that there is much work remaining, we remain committed to accomplishing all that we still need to achieve as we create the world's best pet care platform.

Lyssa McGowan
Chief Executive Officer

Sustainability Committee Chair opening remarks

As the UK's biggest pet care business we have an important role to play in making pet care sustainable. By delivering on our sustainability objectives and focussing on pets and their owners we are unlocking new commercial growth opportunities and building a resilient and more profitable business in the long term. This future proofs higher sustainable returns which, in turn, produces more positive outcomes for stakeholders.

In my first year as Chair of the Sustainability Committee I have been impressed by the integration of the sustainability strategy and the level of commitment and passion felt by colleagues in all areas of the organisation. The strategic focus areas of sustainable pet food, advocating for Pets across the UK and developing

pet care expertise are all vitally important to our business strategy and the areas where Pets are best placed to have the biggest impact inside and outside our business. Pets and their welfare is a central passion of our business and therefore the focus of the Committee. This year has included producing updated guidance on antibiotics usage where our vet practices play an important role in the global antimicrobial resistance crisis. I am looking forward to overseeing the ongoing development the net zero strategy and in particular the building of the transition plan. This is a complex area requiring collaboration with our suppliers, with the vet profession and retail industry in addition to broader systems changes. There is a lot to do and a sense of urgency as we look ahead to FY26 and beyond.

Garret Turley – Non Executive Director and Chair of the Sustainability Committee



For full Sustainability 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.

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.

Pillar and goals



Planet.

To make pet care environmentally sustainable



Read more on page 6

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



Pets.

To improve the life of every pet in the UK



Read more on page 20

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



People.

To be the best employer and developer of pet care talent



Read more on page 34

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



2024/25 highlights

£1m+

Over £1m raised for the Woodland Trust in the last four years

1st

Pet food product containing cultivated meat sold at Pets at Home Brentford store. Produced by **Meatly** the first company in the world to produce cultivated meat for pet food, in partnership with **The Pack**, a plant based pet food brand

800+

Over 800 anaesthetic gas ambassadors across our practices who have engaged with our new anaesthetic gas stewardship programme since its launch in June 2023

250+

own brand complete cat and dog food products carbon footprinted

80+

Over 80 suppliers registered with our supplier climate action programme, covering 76% of retail and vet supplier spend

44%

reduction in absolute location-based Scope 1 and 2 emissions since 2016, while increasing sales by 87%

1.6m

pets fed for one day through pet food bank collections in the year

37k+

small animal pets rehomed through our adoption centres

£5.7m+

Over £5.7m raised by the Pets at Home Foundation

3

clinical academy training hubs operating

£3.4m+

Over £3.4m raised by Pets Club Lifelines loyalty scheme

60k+

Over 60k children have attended our pet pals and scouting sessions, helping children learn about responsible pet ownership

450+

apprentices

6,000+

colleagues have completed pet food nutrition training

300+

graduates across both cohorts

5,200+

students participated in our virtual veterinary work experience programme

13,000+

hours of colleague volunteering donated to community projects and over 50,000 in the last four years

1,000+

Colleagues have completed 'Pet Expert' training

Awards list FY25



Financial Times Europe's Diversity Leaders 2024
Listed



Veterinary Marketing Awards (VMAs) 2024
Sustainable Anaesthesia Initiative' highly commended



Diversity in Retail Role Models for Inclusion 2024

Talent Acquisition Lead, Michael Honey, listed in the Hospitality, Travel, Leisure and Retail Index



Marketing Week's Top 100 Most Effective Marketers 2024

Director of Marketing, Madeline Shaw, listed



Retail Week's Retail 100, 'The most influential leaders of 2024.'

Chief Executive Officer, Lyssa McGowan, listed



Retail Week's 'The tech list 2024'

Chief Information Office, William Hewish, listed



Plc Awards
Finalist Corporate Governance award



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 interrelated problems that affect every part of our business too. For our business to be sustainable we need to cut carbon emissions and environmental impacts.

We put sustainability at the heart of our business strategy.

Within the 'planet' pillar 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	Sustainability Material Topic	Sustainability material topics ranking
		
	Pet Food Sustainability	1=
	Sustainability of Pet Ownership	3=
	Climate Action	3=
	Protecting Nature	4=
	Waste and Circularity	5=
	Sustainability of product packaging	5=



See our SDG detailed summary on page 52 and our full materiality review on page 53

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 own brand priority raw materials 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 fourth year of completion

£1m+

raised for the Woodland Trust in the last four years

75%+

Vet and retail suppliers by net spend registered with our supplier climate action programme

100%

of palm oil in our own brand products meets our sustainable sourcing requirements

44%

reduction in absolute location-based Scope 1 and 2 emissions over ten years since 2016, while increasing sales by 87%

250+

own brand complete cat and dog food products carbon footprinted

8.2%

improvement in Scope 1 and 2 CO₂e intensity relative to £m revenue at 15.7(FY25) vs 17.1 (FY24)* restated

88%

of company car fleet miles travelled in lower carbon vehicles (EV or hybrid)

800+

'Sustainable Anaesthesia Ambassadors' trained since programme launch in July 2023

2040

SBTi approved 2030 and 2040 carbon emissions reduction targets in place



* please see footnotes to table 2 on page 14 for more information about the restatements

Planet continued

Net zero.

Our ambition and targets.

Our purpose is to create a better world for pets and the people who love them.

We are playing 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 pet care centres, vet practices 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

We are continuously working on improvements to the accuracy of our Scope 3 footprint. Each year we review the appropriateness of the data sources we use to ensure that our footprint is as accurate as possible. Whilst we are not able to accurately report our Scope 3 emissions for the current year it remains a priority. We also know that we need to focus on accurately reporting on our Scope 3 emission reductions and move beyond industry average factors, working towards this has been our focus during FY25. Please see the pie chart below for a summary of our total Scope 3 emissions and the breakdown into categories, for the most recently available year of FY24.

Overall between base year, FY20 and FY24 our Scope 3 emissions have seen a small increase of 0.2% while our Group statutory revenue have increased by 40% from £1,059m to £1,480m. The category level breakdown in the pie chart below shows the changes at a category level where we have seen both increases and decreases. This has been mainly driven by improvements in data methodology and emission factor changes. The reasons for the largest variances are summarised below:

Category one includes emissions associated with Purchased Goods For Resale, Purchased Goods Not For Resale and Other goods (Vet items). There has been a decrease vs the baseline due to two factors. Firstly the impact of lower PEFCR emission factors (kgCO₂e/kg food), published earlier this year, used to calculate dog and cat food. These lower factors are sufficient to lead to a decrease in Cat 1 emissions, despite an increase in overall cat and dog food tonnage. Secondly, there has also been a decrease in the DEFRA emissions factor (kgCO₂e/£), for prepared animal feeds factor, since the baseline.

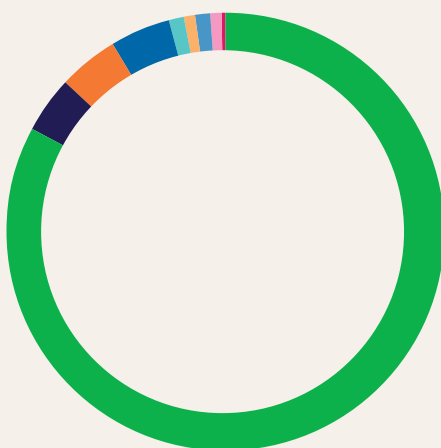
This factor is used to calculate emissions from all other petfood. Coupled to this, sales of all other petfood (e.g. bird food, fish food, small animal food) was lower in FY24 versus the baseline.

Within category twelve, end of life of sold products, a change in methodology has brought in emissions previously excluded. This category now includes end of life treatment of pet accessories which was excluded from the baseline. The assumption then was that pet accessories go on to have a 'second life', but this is now considered false. This accounts for >60% of the emissions associated with this category.

Category four, upstream transportation, has seen an increase in emissions due to increased opex expenditure on transportation and distribution in the reporting year (FY24).

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) tCO ₂ e	FY24 tCO ₂ e	% change
1	Cat 1 Purchased goods and services	767,892	710,810	-7%
9	Cat 9 Downstream transportation	33,157	36,131	9%
4	Cat 4 Upstream transportation	19,306	37,138	92%
12	Cat 12 End of life sold products	10,323	40,272	290%
2	Cat 2 Capital goods	2,205	9,124	314%
3	Cat 3 Fuel and energy-related activity	5,231	5,659	8%
7	Cat 7 Employee commuting	5,893	9,729	65%
11	Cat 11 Use of sold products	10,382	7,462	-28%
6	Cat 6 Business travel	1,071	1,240	16%
5	Cat 5 Operational waste	368	374	2%
Total Scope 3 emissions		855,828	857,939	0.2%

We have eight key priorities to deliver our Net Zero targets.

2020 base

Scope 1: 12,085 tCO₂e
Scope 2*: 15,133 tCO₂e
Scope 3: 856,000 tCO₂e

* Scope 2 market-based

2030 42% reduction (SBTi approved)

Scope 1: 7,401 tCO₂e
Scope 2: 0 tCO₂e
Scope 3: 496,000 tCO₂e

2040 net zero 90% reduction (SBTi approved)

Scope 1: 1,208 tCO₂e
Scope 2: 0 tCO₂e
Scope 3: 85,500 tCO₂e

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

- Carbon footprinting of our own brand through industry collaboration
- Progress decarbonisation pathways
- Innovative developments such as cultivated meat

Pet accessories/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

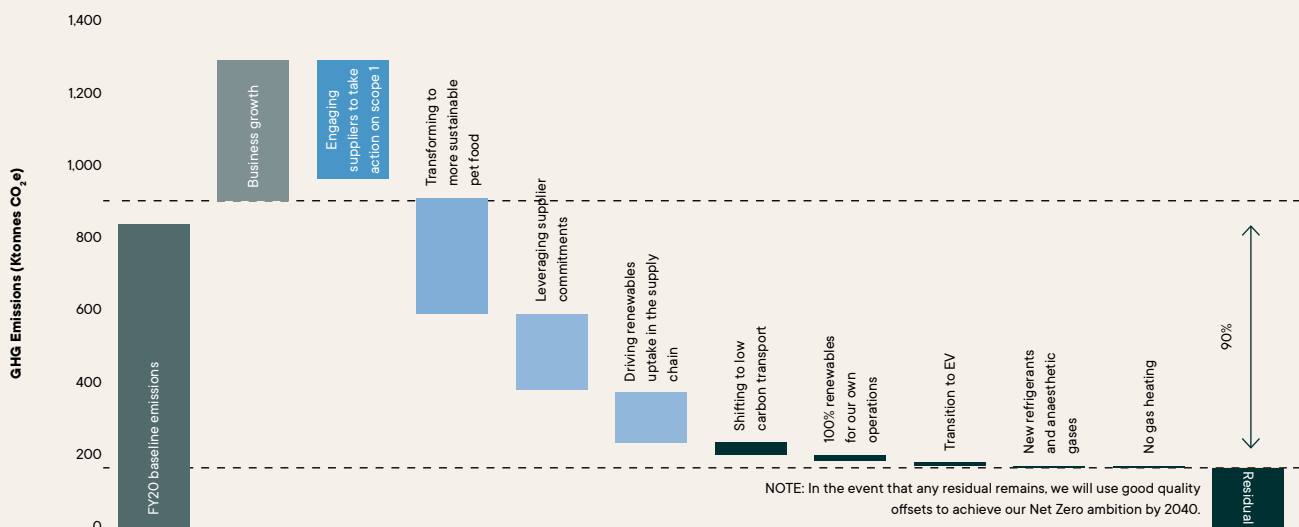
- Supporting and incentivising decarbonisation across our full supply chains

Packaging

- Implementing our packaging commitments to achieve packaging reductions and 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).

Carbon emissions reduction pathways to 2040, original SBTi submission



Planet continued

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 does not use any natural gas for heating and solar panels were installed during FY25. Remaining natural gas emissions, in our business, mainly from our stand alone vet practices, reduced by 8% vs FY24 and reduced by 49% 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 increased by 2.5%, in part due to a colder winter.

49%

reduction in natural gas emissions
FY25 vs FY20 base year



Net Zero focus

Transport.

Diesel used as fuel for our distribution network is our largest source of Scope 1 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 has significantly lower carbon emissions than diesel and operates at a lower noise level as well. Our Scope 1 logistics emissions reduced by 26% vs FY24. However this was due to mileage moving to third party providers whose emissions fall into our Scope 3.





Clinical.

Sustainable anaesthesia programme.

Engaging and empowering our veterinary practices is a vital part of our sustainability strategy. We focus on areas that deliver environmental, social, and economic value to our practice owners—prioritising both group-level material issues, such as anaesthetic gas (a key Scope 1 carbon contributor), and practice-specific areas like clinical waste and single-use surgical textiles.

Our flagship Sustainable anaesthesia is a medium to long-term change programme. It is focused on reducing our anaesthetic gas impact which represents 29% of our Scope 1 emissions. This programme trains clinical colleagues to be ambassadors to reduce gas use while enhancing patient outcomes. With over 800 ambassadors and over 300 of our practices now involved. Over 35 practices have more than five ambassadors, showing growing momentum and peer-peer advocacy. This year, we had a 3% reduction in anaesthetic gas volume purchased which, aided by an improved emissions factor, translated to a 10% reduction in emissions. Practices with ambassador practices achieving 5% lower intensity of kgCO₂e use per procedure than those without and ambassador.



Pet Memory scheme case study

Supporting UK native woodland.

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

In FY21 we developed and launched our Pet Memory Scheme and March 2025 marked the fourth 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 £1m of donations made since FY22 and over 8000 acres of woodland created, restored and protected during this time.

90%

Vet practices participating in the Woodland Trust scheme

£1m+

Donations made since FY21

8,000+

Acres of woodland created, restored and protected

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.

Planet continued

Waste and recycling.

This year we have achieved our strongest performance ever of 99.5% of our operational waste diverted from landfill.

Our overall waste volumes increased slightly by 2% and the proportion of waste that is recycled and recovered reached 73% in the year which is down from 79% (FY24). 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.

99.5%

diversion from landfill

2

vet specific waste programmes tackling single use textiles and flexible plastics

Veterinary waste

There are several waste streams which are specific to our veterinary practices, similar to human health care. We're tackling single-use medical textiles—such as gowns, drapes, and masks—through a pioneering partnership with Revolution Zero. A successful pilot with six practices led to reduced carbon emissions, less clinical waste, and cost savings. All pilot sites have fully transitioned to reusable alternatives. Following a Group-wide virtual launch in Autumn 2024, adoption is now growing steadily across our network.

In addition, we've rolled out a flexible plastics recycling scheme open to all practices, enabling the recycling of high-volume materials not typically accepted by standard waste providers.

Waste tonnage FY25

Waste Type	FY 24 Tonnage	FY 25 Tonnage	FY25 vs FY24	% of total FY25
Cardboard and paper	4,770	4,645	-2.6%	29%
General waste	4,035	4,034	-	26%
Animal bedding and wood	2,075	2,069	-0.3%	13%
Clinical and related wastes	1,523	1,550	1.8%	10%
Mixed recycling	519	478	-7.9%	3%
Plastics	739	763	4.9%	5%
Construction and projects	602	600	-0.4%	4%
Other	1,096	1,532	39.8%	10%
Total	15,358	15,671	2.0%	

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.



Engaging our colleagues in sustainability.

An important part of our approach is ensuring that we support our colleagues to implement initiatives, listen to their ideas and give them opportunities to get involved

Our Planet Pack which was launched in 2024 continues to be used by our veterinary and store teams and will be refreshed in Spring 2025.

Our Planet Champions community is a network of colleagues from around the business who are highly engaged in sustainability. They come together for regular meet ups, guest speakers and provide critical input into business projects. Our new internal intranet provides a platform for this engagement and means it is always on and driven as much by them as it is by us.

At our colleague Pet Care Conference, held in May 2024, the second day of the event was focused on our sustainability strategy, the impact our colleagues are having and key ways they can continue to make a difference.

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 courtis@petsathome.co.uk to find out more!



Planet continued

Our operational carbon performance.

During the year we have continued to invest in carbon reduction and energy generation initiatives.

For example, the installation of solar panels on the roof of our new Distribution Centre in Stafford, and the development of our anaesthetics gas stewardship programme. The benefits of previous decisions and investments continue to positively impact performance such as 88% of miles driven during FY25 were in either electric or hybrid company or temporary hire cars and all our petcare centres are installed with LED lights.

Our absolute location-based carbon emissions have reduced year on year by 8.2%. Our intensity-based performance has improved year on year to 15.7 tCO₂e relative to £1,482m Group statutory revenue.

A material driver of this improvement is the reconfiguration of our distribution network which has led to more deliveries being

carried out by third party logistics companies which is classified as Scope 3 emissions.

Within Scope 1 emissions, we have seen reductions across most emission sources. The main exception is company cars where emissions have increased by 5%. This is a relatively small source of emissions at 647 tonnes and is 40% lower than our FY20 base year emissions of 1082 tCO₂e. Anaesthetic gas volumes have reduced by 3% year on year and corresponding emissions have reduced by 10% to 2,947 CO₂e due to conversion factor changes. This is a particularly strong performance given the growth of the vet business, benefitting from the growing levels of practice participation in our anaesthesia gas stewardship programme during the year.

Our Scope 2 emissions have increased by 2.5% due in part to a colder winter in the UK than the previous year. We continue to purchase renewable energy so our market-based emissions performance remains at 0 tCO₂e.

Our performance over the longer term demonstrates the importance of carbon reduction to our business. Table 2 shows that since 2016 our sales revenue has grown by 86.9% and our absolute emissions have reduced by 43.5%.

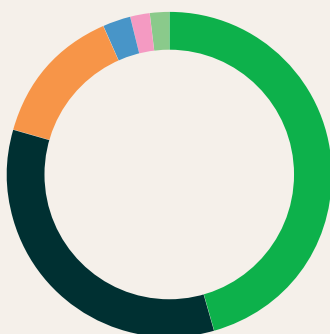
However, significant ongoing reductions in our Scope 1 and 2 emissions are dependant on the continued decarbonisation of the national grid and the adoption of lower impact HGVs enabled by technological advancements and national infrastructural investment.

Table 2: Scope 1 and 2 ten year performance tCO₂e emissions

		Tonnes CO ₂ e emissions										
Emissions		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY251	FY25 vs FY16
	Scope 1	9,498	9,619	9,649	8,431	12,085	11,337	12,558	12,115	12,632	10,229	7.7%
	Scope 2 (location based)	31,680	28,840	21,584	17,066	15,133	13,616	12,610	11,980	12,7182	13,031	-58.9%
	Total	41,178	38,459	31,233	25,497	27,218	24,953	25,168	24,095	25,350	23,260	-43.5%
	% change		-6.6%	-18.8%	-18.4%	6.8%	-8.3%	0.9%	-4.3%	-3.5%	-8.2%	
Group statutory revenue												
	£m	793	834	899	961	1,059	1,143	1,318	1,404	1,4803	1,482	86.9%
	% change		5.2%	7.8%	6.9%	10.2%	7.9%	15.3%	6.6%	5.4%	0.1%	
	Normalisation/ Intensity	51.9	46.1	35.1	26.5	25.7	21.8	19.1	17.2	17.13	15.7	-69.8%
	% change		-11.2%	-24.7%	-23.6%	-3.1%	-15.1%	-12.5%	-10.1%	-0.5%	-8.2%	

- 1 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 FY25. Deloitte's full unqualified assurance opinion, which includes details of the selected metrics assured, can be found from page 50.
- 2 This year we identified a calculation error in our FY24 reported location based Scope 2 CO₂e emissions which have been restated from 10,624 to 12,718 tonnes CO₂e in Table 2 and Table 3.
- 3 FY24 Group statutory revenue has been restated from £1477m to £1480m and intensity from 17.2 to 17.1. See Annual Report note 1.26 for an explanation of the restatement of the revenue.

Table 3: Scope 1 and 2 Carbon emissions (tCO₂e) breakdown by source FY25, location based



Scope	Source	FY24	FY25	FY25 vs FY24	FY25 % of total
2	Electricity (location based)	12,718	13,031	2.5%	56%
1	Diesel core fleet	7,859	5,848	-25.6%	25%
1	Anaesthetic gas	3,274	2,947	-10%	13%
1	Company fleet	615	647	5%	3%
1	F-GAS	468	396	-15.4%	2%
1	Natural gas	409	378	-7.6%	1%
1	Generators	7	13	86%	-
Total		25,350	23,260	-8.2%	

Our value chain impacts.

We continue to focus on our eight Net Zero priority areas. 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.



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 raw materials sustainability framework because raw materials are the biggest part of the environmental impact of pet food. It shows how we need to balance the 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.

In the year we are delighted to be part of the launch of the first pet food containing cultivated meat in the UK (see case study one). Another highlight has been the improvements we have made in the level of data we have on our own brand ranges (see case study two). However, we recognise that a sector-led approach will be essential, so being the first pet food member of the human food lead Mondra BRC coalition is an important step in

us playing our part in delivering progress towards food sector data harmonisation and carbon reduction acceleration.

We are beginning to increase our understanding and involvement in regenerative lower impact farming, recognising the significant part this will play in our net zero journey and in the connected crisis of biodiversity loss.

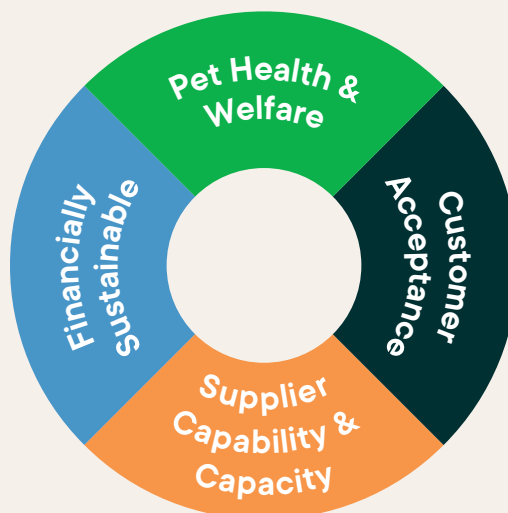
Pet food raw materials sustainability framework

Meat-based proteins

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

Bi-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: Vegetarian dog foods launched, opportunity to grow proportion of plant-based proteins

Alternative proteins

Actions: Launched insect food, investment into opportunities such as cultivated meat

Planet continued

Pets Pet food sustainability case study one

Leading pet food innovation.

On 7 February 2025 'Meatly' became the first company in the world to supply cultivated meat for pet food. Produced in collaboration with plant-based dog food brand 'The Pack', a limited-release of 'Chick Bites' was launched at Pets at Home. Brentford London.

“A significant leap forward for the industry and has the potential to be a real game changer”

Chick Bites combines plant-based ingredients with Meatly Chicken, to provide a nutritious, healthy and sustainable alternative to traditional dog treats. To produce Meatly Chicken a single sample of cells was taken from one chicken egg, from which enough cultivated meat can be produced to feed pets forever. With the launch of Meatly Chicken, Meatly plans to raise additional funds to expand production and make it more broadly available in the next three to five years, with further collaborations planned with The Pack and Pets at Home.

Pets at Home were an early investor in Meatly in line with our strategy to invest in innovative solutions like alternative proteins that have the potential to significantly reduce the environmental impact of pet food.

Anja Madsen, Chief Operating Officer at Pets at Home, believes that the introduction of cultivated meat in pet food is a “significant leap forward for the industry and has the potential to be a real game changer”.



“

Cultivated meat maintains the nutritional quality of traditional pet food while having the potential to reduce the environmental impact associated with meat-based food. As pet owners become more mindful of the impact their food choices have on the environment, cultivated meat provides an ethical and sustainable option without compromising on nutrition and taste.

Anja Madsen, Chief Operating Officer Retail at Pets at Home



Pets Pet food sustainability case study two

Understanding the environmental impacts of our own brand pet food ranges.

Within our 12 Sustainability targets a key one is that by 2028 all priority own brand complete cat and dog food products will be carbon footprinted.

The Lifecycle analysis (LCA) work we undertook in FY24, with expert consultancy 3 Keel, broadened our understanding of where pet food impacts sit and has helped inform our carbon footprinting prioritisation.

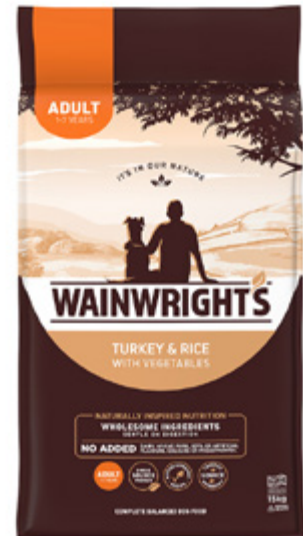
To support us we have invested in a platform with 'Climate Partners' which automates part of the process and provides third party verification. This enables us to have confidence about the accuracy of this work as we look to accelerate the programme going forwards.

By the end of FY25 we have completed carbon footprinting of over 250 own brand complete cat and dog food products which represent over 65% of own brand net sales.

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

We are now starting to consider reformulation opportunities for existing ranges in addition to using our insight to inform recipe formulations for new products.

In addition to our in-house carbon footprinting we are delighted to be the first pet food member of the 'BRC Mondra Coalition' that brings together the food industry to tackle the challenge of consistent carbon reporting across the value chain. By working together in a pre-competitive way to develop product level sustainability data, we can accelerate decarbonisation. By the end of FY25, Mondra have completed an initial LCA assessment of approximately 120 of our own brand complete cat and dog food products. We will now work with Mondra to further improve and extend this analysis.



Net Zero focus

Accessories sustainability.

We have embarked on a programme during the year to understand the impact of key accessory lines through a life cycle analysis (LCA) project.

The approach has mirrored what we have previously completed with pet food. Working with an external expert partner we have completed 16 LCAs on key accessory lines which are either high volume, high profitability and/or potentially high impact materials (e.g. rubber). The resulting insight will be used to inform our accessories strategy moving forward into FY26.

Net Zero focus

Product manufacturing.

Our second sustainability target is 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).

Our 'Supplier Climate Action Programme' launched in FY23 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. We run the programme in partnership with 'Manufacture 2030', a cloud-based platform used by most major UK food retailers. As part of the partnership they support on sustainability plans with suppliers as well combining action with tailored support

76%

of supplier spend across the group (excluding goods not for resale) participating

The programme has continued to mature in FY25, and we now have 76% of supplier spend across the Group (excluding goods not for resale) participating. This has increased from 40% of supplier spend in FY24. Critically we are also seeing progression through our maturity buckets and now have 40% of our net sales in the 'leading' bucket, a movement from 27% at the last assessment in FY23. Importantly we are seeing movement from the 'getting started' maturity into 'implementing' with 48% of our suppliers in getting started in 2023 and 27% in it in 2025.

We also use this programme to support our suppliers through education and practical advice.

Planet continued



Zero deforestation.

Our target is to ensure that 100% of our priority raw materials are sustainable by 2028

Our priority materials are timber, palm oil and soy. 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, we are delighted that 100% of products using palm oil have a RSPO certified source, three years ahead of our target date.

Regarding direct soya, we have not been able to make significant changes during this year so this product has remained broadly flat at 69%. For products containing timber, we are seeing the positive impact of sourcing improvements in cat furniture products flow through the year and achieving a significant increase to 90% of volume meeting our sustainability requirements.

During the year we updated our three policies and these can be found on our corporate site. We have also conducted training with the relevant commercial and technical teams so that the requirements are fully understood and implemented during our range development processes.

Own brand raw materials sustainability FY25

Raw material type	FY24				FY25			
	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	153	27	12	43%	94	21	21	100%
Soya	31	102	66	65%	31	136	94	69%
Timber, Wood, Paper and Card	200	17,694	10,066	57%	207	27,092	24,494	90%

Packaging.



Packaging plays an important role in protecting products, promoting our brands, 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, 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.

Pets at Home are fully committed to ensuring we comply with the new Extended Producer Responsibility legislation and have partnered with Valpak, the leading provider of environmental compliance, to improve our packaging data, ensure accurate reporting, and inform key packaging development decisions in the years ahead.

We collect pet food pouches in the majority of our stores for backhauling to our DC and onward processing. We do this because 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.



Pets Packaging case study

Improving our own brand packaging.

100%

cardboard hooks for our collars and non-chain leads

20%

reduction in packaging size and weight of Carob Advent Calendars

30%

recycled plastic incorporated into our harness packaging

A key initiative during FY25 was redesigning the packaging for our dog walking range.

- Collars and non-chain leads moved from a plastic hook and header card to a 100% cardboard hook with attractive new designs and print.
- For our harness packaging, the weight of the plastic hook was reduced by 65%, and incorporated 30% recycled plastic.
- In total, these improvements drove a 2.75 tonne reduction in plastic usage across the range annually.

For Christmas 2024, we made some fantastic packaging sustainability improvements across the gifting range, including:

- **Carob Advent Calendars:** reduced the packaging weight and size by 20% and moved to a fully recyclable rPET tray made from recycled plastic.
- **Meaty Advent Calendars:** changed from a plastic tray to a paper tray and drove a 20% weight reduction and 40% size reduction.
- **Dog Christmas Stockings:** removed the non-recyclable plastic net bag from previous years and moved to a recyclable card format across three festive designs.
- **Christmas Bauble:** moved from a plastic bauble casing to a 100% card design.

Overall, 3 tonnes of plastic removed from the 2024 gifting range vs 2023



Looking ahead.

Pet food carbon footprinting and reduction planning

We will accelerate our in house carbon footprinting programme and aim to achieve our 2028 target of completing all priority own brand product two years ahead of plan. Importantly, we will use this data to take action to develop actions to reduce the carbon impact of our product ranges.

We will continue to participate in collaborative initiatives such as the Mondra BRC coalition to progress decarbonisation and data alignment across the food sector.

Vet specific programmes

After a successful growth period during FY25 we will be prioritising the continued extension of this and continuing to recruit more of our practices to participate. We will also publicise the surgical textile pilot which has seen consistent successes in environmental and financial terms.

Nature based impacts

We welcome the recognition of the critical importance of biodiversity, land use and water impacts. During the year we will continue to work on our alignment to the enhanced reporting requirements of TNFD and also the application of the SBTi FLAG guidance ahead of our five year re submission.



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 that put pets first
- Pet charity

Alignment to SDGs and materiality review

SDGs	Sustainability Material Topic	Sustainability 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 52 and our full materiality review on page 53

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

£3.4m+

raised by Pets Club lifelines loyalty scheme

£5.7m+

raised by Pets Foundation

900k+

grooms completed

1.6m

pets fed for one day through the Bluecross foodbank partnership

£880k

grant funding awarded to pet rescues

37k+

small animal pets rehomed through adoption centres

60k+

Over 60k children have attended our 'pet pals' and scouting association sessions, helping children learn about responsible pet ownership

3

clinical training hubs operating during the year

77%

Of our 448 vet practices accredited through the Practice Standards Scheme of the RCVS



Pets continued

Pets in our care.

We put pets first.

As part of our purpose to create a better world for pets and the people who love them, our Pet Committee, Veterinary Services, Technical, QA and NPD teams work hard to ensure that pet welfare is at the heart of everything we do. Our Pet Committee, reporting to the Sustainability Committee was restructured during 2024, with our Veterinary Services Director now chairing a panel of colleagues from across the business.

Our Veterinary Services team, consisting of experienced vets and vet nurses, holds responsibility for pets under our direct care, and works in close collaboration with all parts of the business to ensure our number one value of “We put pets first” is maintained.

All of our pets are domestically bred and are audited a minimum of once a quarter to ensure the standards of care at our breeders and in store fulfil 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.

This audit system is continually reviewed to ensure it is fit for purpose and provides opportunities for colleagues to directly feedback to the Veterinary Services team. All breeders receive annual audits by independent veterinary surgeons as well as quarterly internal audits, which are reported back to us at Pets at Home.

In 2024, we launched a new service for our store and veterinary team colleagues—the Vet Advisor Line, powered by Vet Connection which is a team that consists of experienced vet nurses and vets.

This dedicated support line allows colleagues to quickly discuss pet health concerns and receive expert advice on treatment plans when needed. With animal welfare at the heart of everything they do, the Vet Advisor team is also actively developing detailed treatment frameworks to ensure the highest standard of care.



A safe and healthy journey to a happy home.

Breeders

All our pets are domestically bred by carefully selected breeders. This is a very purposeful decision, we ensure all of our small animal and reptile breeders are in the UK to minimise the journey time to our stores. All pet breeding facilities and procedures are audited quarterly 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.

Health check

Before the journey from the breeder to store the pets receive a health check.

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.

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.

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.

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.

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.

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. All pets have access to veterinary care. Should they ever require any form of treatment this is always undertaken by a veterinary clinician.

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 our team of Field Pet Partners to ensure we maintain the highest standards of pet welfare.

Pets continued

Products, services and advice that put pets first.

Providing a variety of pet care propositions.

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 Committee, who are responsible for making Pets 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

Led by our public affairs and veterinary services team, we are actively participating in efforts to improve animal welfare in the UK. Advocating on behalf of our colleagues in both our retail and our veterinary businesses is a growing priority, and for aspects in animal welfare, this aligns closely with our purpose of creating a better world for pets and the people who love them.

We have been actively engaging with policymakers on the importance of a new Veterinary Surgeons' Act. Pets at Home and Vets for Pets is calling for new legislation that better supports the veterinary profession and enhances clinicians ability to treat animals in their care above the current law which was passed in 1966. To provide additional momentum to conversations around this, Vets for Pets convened a roundtable in Parliament on the topic, attended by more than 10 policymakers along with representation from key profession bodies such as the Royal College of Veterinary Surgeons, the British Veterinary Association and the British Veterinary Nursing Association.

Our Veterinary Services Team is well placed to provide expert insight to inform policy, especially when this covers matters around animal welfare and improving the UK's regulation in this space. We provided papers to help inform the drafting of the Puppy Smuggling Bill and we have been working with bodies like the Animal Sentience Committee to assist with the scrutiny of existing government policy.

We are engaging through select MP meetings, official consultation responses to government departments and select committees as well as honouring requests to visit veterinary practices or pet care centres.

Our Veterinary Services Team is well placed to provide expert insight to inform policy, especially when this covers matters around animal 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 448 small animal veterinary practices operates in conjunction with our Practice Owners, with three new practice openings in FY25 and 7 Company Owned practices reverting to new 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 FY25 we continued to support our practice owners to expand their clinical offerings enabling 15 extensions and the expansion of advanced procedures. We also operate 52 company-managed veterinary practices.



Our Veterinary Practice Teams & Support.

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

Our veterinary services team's 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 FY25 we continued to invest in and expand our veterinary services 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' voluntary Practice Standard Scheme (PSS) accreditation including support to achieve more advanced awards. We are proud to maintain our 77% of practices accredited rate on the voluntary scheme.

Our Intro to Echocardiology virtual course, created by a member of the Veterinary Services Team, explores Myxomatous Mitral Valve Disease (MMVD) as a commonly encountered cardiac condition in first opinion practice.

New courses continue to be developed and delivered through our Clinical Academy, which offers both virtual and in-person training opportunities. Of note was the release of our Intro to Echocardiology virtual course. Created by a member of the Veterinary Services Team, it offers a complete introductory guide to echocardiography, exploring Myxomatous Mitral Valve Disease (MMVD) as a commonly encountered cardiac condition in first opinion practice. Further courses include surgical confidence, consulting skills, basic surgical skills, patient safety, just culture and personal development coaching.

2024 saw the launch of our QI Leaders Pathway. Designed and delivered specifically for Vets for Pets in partnership with QI training experts, QIC Learn, our leader's pathway is a 4 month, fully supported online programme that will develop delegates confidence and skills leading QI projects in practice and beyond. Through access to an innovative online learning space, coaching and mentorship as well as online workshops as colleagues choose and conduct a QI project with real impact on their workplace. Cohort 2 and 3 will run throughout 2025.

Pets continued

Pets Antimicrobial Stewardship case study

Responsible antimicrobial use.

Responsible antimicrobial use remains a core focus for us, and we continue to develop our guidance and policies for both vet practices and store pets.

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 expect the results of this project to be available during 2025. From this we will further develop our antimicrobial policies and data tracking for practice colleagues. We continue to share our anonymised clinical data with Vet Compass to support their research. We participated, for the third 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.

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.

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

Over 60k children attended these 'Pet Pals' and Scouting Association sessions this year.



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 raw 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 and additionally conduct onboarding audits to verify their standards prior to selling within our eco system.

Our verification processes mean that all own brand suppliers are routinely audited for quality and safety standards. These visits also drive continuous improvement and best practice in both quality management and across social and ethical standards.

The teams set and review testing protocols to ensure leading standards for pet welfare; for example within our dog toy category we have recently completed an independent verification across our own label range to assure confidence of withstanding bite test parameters. Having colleagues conducting regular audits of our suppliers helps ensure product quality and safety standards remain are maintained, and we pride ourselves on having exceptionally low complaints within all our product categories.



We have recently completed an independent verification across our own label toy range to assure confidence of withstanding bite test parameters.



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 Committee sets our pet welfare principles, our commercial, technical and NPD teams ensure that they are embedded into our strategy direction, product development and selection.

In FY25 we took the decision to follow the route we had previously taken in small animal treats and have moved all our small animal playthings to a more natural aesthetic with reduced colour.

Enrichment has been a key focus across our cat, dog and small animal toy ranges.

We have enhanced our in-car safety range by developing and launching an impact tested harness. We plan to have our total in car safety range of harnesses crash tested during FY26.

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.

Our dog snuffle mat encourages natural foraging behaviours.

On our own brand cat and dog treats we have introduced a calories per treat, helping to support owners in avoiding over feeding their pet and the negative health outcomes of obesity.

Enrichment has been a key focus across our cat, dog and small animal toy ranges. A great example of this is the dog snuffle mat which encourages natural foraging behaviours with hidden treat compartments. Our small animal homes range has undergone a complete redesign, and we have introduced a deep base habitat to encourage natural burrowing behaviours. Within aquatics we took the decision to increase the capacity of our smallest tanks to at least 20 Litres, which again ensures that fish welfare comes first.



Pets continued

Pet Charity.

Supporting pets and people in local communities.

The Pets Foundation and our customer loyalty programme, Pets Club Lifelines continue to support our ambition of positively improving the life of every pet in the UK.

Through our charity work we continue to support pets and people in local communities across the UK, through grant funding, community partnerships, adoptions centres and our continued support of over 400 foodbanks through our national foodbank project. With a continued focus on supporting pet relinquishment prevention, we continue to help keep pets and people in loving homes; strengthening and supporting the rescue sector, by aiming to reduce the number of pets that may be surrendered into their care.

Through our charity work we continue to drive forward our vision of creating a better world for pets and the people that love them.

Pets Foundation.

The Pets Foundation continues to be the leading financial supporter of pet rescues in the UK. The Foundation supports three main areas through its financial contributions: rescue and rehoming organisations, preventing pet relinquishment and animal assistance charities.



Highlights

£5.7m

Over £5.7m raised in FY25

£1.9m

£1.9m raised during our Santa Paws appeal

£4.1m

Over £4.1m awarded in financial support

320

320 charities supported this year with financial support

>50,000

Over 50,000 food parcels donated to local foodbanks

>150k

Over 150,000 pets impacted through our financial support

£450k

Over £450k donated to the Blue Cross, to support the national foodbank project in FY24 and FY25

>80k

Over 80,000 people impacted through our financial support

Grants.

Rescue Grants

While we have witnessed many changes over the years, our commitment to support the rescue sector has remained steadfast. This year we supported rescues with over £1.3million. We take pride in being the leading financial supporter of rescues across the UK. We are honoured to work alongside the sector, supporting finding pets a loving home.

Preventing Pet Relinquishment Grants

We are committed to identifying the underlying reasons behind pet relinquishment. We work alongside charities in supporting and addressing the root causes of pet relinquishment, helping to keep pets and people together in loving homes, with the aim that it will reduce the number of pets entering rescues.

Assistance Grants

This year we have awarded over £800,000 to support organisations dedicated to assisting people through pets. We know pets help and support people's lives not only as companions, but in the case of our assistance recipients, pets are often lifelines for individuals.

Pets Foundation Grants case study

Rescue grant.

Hector's House is a local cat rescue based in Torquay, Devon, working predominantly with stray cats who, through no fault of their own, cannot easily be housed.

On 21st September this year Hectors opened their brand-new cattery thanks to a £95,000 grant from the Pets Foundation.

Zara Oldfield founded Hector's House in 2020 after her own cat, Hector, went missing. She made it her mission to get cats home and off the streets, and for cats in need to live in safety. The rest is history.

“

January this year saw an extraordinary intake of 70 cats, 30 of which have already been adopted and 32 transferred to feral placements. The Pets Foundation grant we received last year meant that new pens could be built, and more strays and needy cats could be brought in off the streets.

There is no doubt that we would not have been able to achieve this without the help of the Pets Foundation.

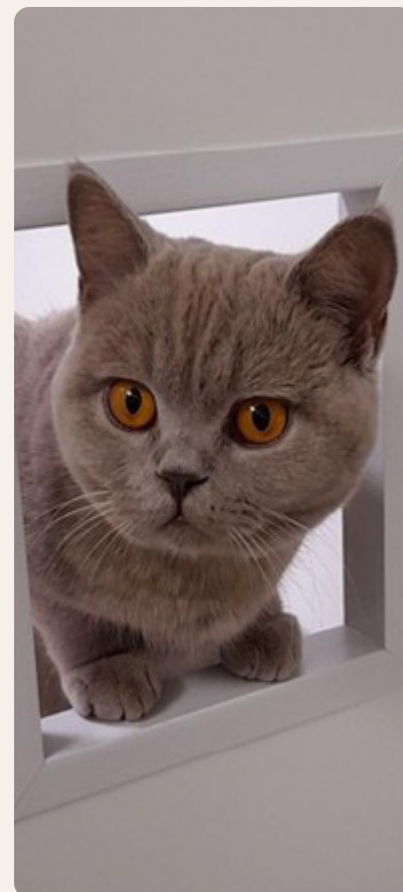
We can now significantly reduce waiting lists, get these cats into pens more swiftly, then onto foster and adoption. The impact is, quite frankly, life-changing for our cats.

Thank you. It means so much to each one of us here at Hector's House Cat Rescue. And, of course, the cats.

Pets Foundation, you are our heroes and thanks to you we can continue to implement what I set out to prioritise when we built makeshift pens in my garden five years ago, which is a simple ethos.

Cats first. Always.

Zara, Founder of Hector's House Cat Rescue



Pets continued

Pets Grants case study Foundation

Preventing Pet Relinquishment Grant

Endeavour Project was the first foster service in the UK for victims of domestic abuse and since its formation in 1997 they have fostered close to 3,000 pets. The charity covers the entire North West of England.

Pets Foundation committed £112,380 to the charity over three years towards the salaries of the staff running their fostering service.

“

This has provided a lifeline for owners especially our older clients, like *Margaret* 89 who was a victim of child to parent abuse and had been left with little money after she was manipulated into handing over her savings by her son. We were able to ensure that Margaret was able to care for *Bruce* by providing weekly food parcels and sending a mobile veterinary nurse out to cut his nails.

It has also given us the funds to provide a pet worker who can support the link between owner and foster carer, allowing for regular photos and updates.

We have been able to increase the time we can spend on recruiting and training our incredibly valued foster carers who are the heart of our service.

We can't thank Pets Foundation enough for making all this possible.

* names have been changed to protect confidentiality

Angela Gray, Fundraising and
Partnership Director



Community Impact.



Adoption Centres

The Pets Foundation is committed to ensuring that every pet finds a happy and loving forever home. As part of this commitment, we operate adoption centres across the country inside most Pets at Home stores.

Our adoption centres take in small animals such as rabbits, guinea pigs, hamsters and rats, whose owners can no longer care for them. When a pet comes to us, we cover all necessary medical care and provide a safe and nurturing environment until we can find them a forever loving home.

For those who choose to adopt a rabbit from one of our adoption centres, they leave with vouchers for a free health check, vaccination, and neutering. The new owner can redeem these vouchers at participating Vets For Pets or Companion Care veterinary surgeries, many of which are located within Pets at Home stores.

Thanks to our colleagues in Pets at Home we have rehomed over 37,000 small pets across the UK in the last 12 months.

Donated Stock

Pets at Home generously donates any imperfect, damaged, or surplus stock to pets in need across the UK. The Pets Foundation team coordinates the delivery of these pallets to areas where 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 provide for the pets in their care.

This year, we distributed 1,671 pallets and over £1.2m of essential products donated to pets in need.

Community Partners – Supporting Pets and People in the Local Community

We are dedicated to making a difference in the lives of pets and people within local communities. Our Community Partner programme is a key part of how we do this, empowering every Pets at Home store to select and support a local charity. Through this programme, we aim to raise both funds and awareness for the invaluable work being done within our communities.

This year, we are proud to have supported over 270 charity partners across the UK.

Foodbanks

No pet should go hungry, and no one should feel forced to choose between feeding their beloved pet or feeding themselves. So, since October 2022, the Pets Foundation has partnered with national pet welfare charity Blue Cross to help anyone struggling with the costs of pet food – a rising issue in the wake of the cost-of-living crisis.

Thanks to our partnership – and our customers, store colleagues and Blue Cross's supporters – every Pets at Home store now has a local food bank partner who we supply with pet food and other essentials.

It's been a great success, with enough food supplied to feed over 4 million pets for a day so far. And our 2024 summer event raised over £475,000 to help Blue Cross continue its efforts to ensure no pet goes hungry.

This partnership makes such a significant and tangible difference to people and pets in need. So, we're excited to continue working together with Blue Cross and once again support the project for our 2025 summer appeal.

Since our partnership began, Blue Cross has:

4m+

Fed over 4 million pets for one day

521

Built a network of 521 pet food banks

81

Supported 81 food banks with pallets from pet food manufacturers

178

Arranged the donation of 178 pallets of pet food to food banks from Pets at Home stores

Pets continued

Pets Club Lifelines.

Through Pets Club Lifelines we support over 700 charities every year. Every time a customer swipes or scans their card, vouchers are sent to their nominated charity, which allows the charity to purchase essentials from Pets at Home to care for the pets in their care. This year over £3.4m was raised through Lifelines.



Pets Lifelines case study

Pet Lifeline Vouchers.

A 'literal lifeline' for Edinburgh Dog and Cat Home

For years, Edinburgh Dog and Cat Home has gratefully received lifeline vouchers which are most often spent on prescription food for our dogs and cats.

Many of the animals in our care have sensitive tummies or health issues which require them to be fed a specialised diet. Using Lifeline vouchers to buy this food saves us thousands of pounds each year and directly benefits the dogs and cats who need extra support.

Dogs like Coco and Bonnie, miniature pinschers who arrived in our care timid, scared and frighteningly underweight.

Coco and Bonnie were immediately settled into one of our special care units and put on a specialised diet to help start their recovery. We were especially worried about Coco whose poor condition was quite alarming.

They were both incredibly hungry and had to be fed small amounts slowly. We often used slow feeders bought with Lifeline vouchers to help manage this.

When a dog is as underweight and malnourished as Coco was, we have to be very careful about their diet and eating to avoid further complications. Coco and Bonnie were fed a prescription gastrointestinal dry food which we bought with our vouchers from Pets at Home.

“

Lifeline vouchers are literally my lifeline, I genuinely don't know what we'd do without them.

Wendy, Animal Welfare Operations Manager



Looking ahead.

Pet food banks

In partnership with the Blue Cross, we will continue to offer pet food collection points in our pet care centres to help to keep pets and people together. These will be connected to a local food bank so that we support the communities that we operate in.

Pets Foundation

The Pets Foundation will continue to drive systemic change with like minded partners, continuing to work alongside partners to identify critical interventions that have a significant impact on keeping pets in loving homes.

Advocating for Pets

We will seek opportunities to secure better welfare outcomes for pets through engaging on animal welfare specific legislation and lobbying for legislation that better supports the Veterinary profession.





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 being 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 our strategy of investing in pet care expertise across all consumer facing roles, started to deliver with improvements in retention and more clinical employment and development opportunities created. Diversity and inclusion remains a strategic priority and we are committed to ensuring our colleague base truly represents our diverse communities.

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, values and behaviours
- Diversity and inclusion
- Pet care expertise
- Wellbeing and Reward
- Health and safety and Human Rights

Alignment to SDGs and materiality review

SDGs	Sustainability Material Topic	Sustainability material topics ranking
	Talent and Development	1=
	Diversity and Inclusion	3=
	Human Health, wellbeing and safety	3=
	Community contribution	4=
	Labour Practices and Human Rights	6=
		



See our SDG detailed summary on page 52
See our full materiality review on page 53

Our Targets

Pet care expertise

By 2028 maximise pet care training investment and opportunity creation

Community

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

Diversity

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

Highlights

458

apprentices across the Group

300+

304 veterinary graduates across both cohorts

10,000+

In line with our strategy to engage all colleagues in the long-term success of the business over 10,000 colleagues received an award of free shares in 2025

6,000+

6,069 colleagues completed pet food nutrition training

1,000+

1,044 colleagues achieved the 'Pet care Expert' training level

5,000+

5,244 young people have engaged with our virtual veterinary work experience programme supporting widening the participation of future talent

2,000+

2,092 colleagues are qualified SQPs

13,000+

hours of colleague volunteering donated to community projects

6,100+

listens of our 'DiversiTEA' podcasts

171

colleagues completed mental health training and 208 colleagues completed a refresher



People continued

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 remain our biggest advocates.

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 remain at the heart of our business culture and strategy and are integral to our colleague development and performance. A refresh session with leaders from across our business at the May 2024 Pet Care Conference focused on helping everyone understand how they are integral to us delivering on our purpose.

Our behaviours bring our values to life. It's how our colleagues act each day in everything they do – whether it is through 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 in any business and this is especially true when change is occurring. Our Non-Executive Director who has Board oversight for colleague engagement, has taken a proactive listening approach through the year to ensure as many diverse views as possible from across from all levels are heard and that trust has been gained in order to improve understanding. This has been integral in bringing the voice of Pets colleagues into the Board room.

There are multiple channels for communication with colleagues such as business area-specific briefings which we call 'shoals', a refreshed and relaunched intranet, an all-colleague video called 'Exec diaries', engagement events in pet care centres, support office and distribution centre and the creation of time and space to celebrate particular days and events.

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

The Company hosted its second joint retail, vet and support office conference in May 2024 and organised a dedicated nutrition summit for relevant colleagues from the retail and veterinary 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.

Diversity data

We continue to make progress with our diversity data capture. With 93% participation in retail and 86% participation generally (excluding vet practice colleagues) we now have a much more comprehensive understanding of the make-up of our business. A bespoke dashboard enables us to analyse our diversity data across multiple characteristics, role types and areas of our business. 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.

Colleague engagement

We continue to engage with our colleagues on our approach and ensure education and understanding is rooted in what we do. Our 'DiversiTea' podcasts and lunch and learn sessions have been an integral part of this through the year. Featuring internal and external speakers they have been well received by colleagues and have received over 6,000 listens since launch in August 2024.

Collaborating with other organisations

We remain members of the Business Disability Forum. We continue to seek out mutually synergistic partnerships and this year have worked with Bridge of Hope who support creation of inclusive opportunities in local communities, and Diversity in Retail, the main collaboration community devoted to increasing inclusion across retail, hospitality, leisure and travel.

Focusing on ethnic diversity

In 2023, 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 stretching 2028 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 our second year we have increased diverse ethnic representation amongst our colleagues from 4.9% to 5.6%. As well as attracting and hiring more colleagues from diverse ethnic backgrounds, we recognise the importance of opportunities for progression. Our redeveloped diversity and inclusion training supports the foundations of this.

Colleague education

A comprehensive series of bespoke in-person ED&I workshops for all Area and Store Managers were delivered with the purpose of supporting our leaders with the insights and tools to enhance our commitment to better represent the communities in which we operate and be a truly inclusive employer. These workshops have significantly increased the awareness and understanding of our Retail leaders around the unique challenges and barriers faced by ethnically diverse colleagues, building allyship and inclusive practices, particularly within hiring and career development. Our new intranet site is a one stop shop for all info related to ED&I. The site includes additional resources, policies and guidance and information on ongoing initiatives.

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 from page 48 for our people performance data for more information on our diversity data**



People continued

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 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 focused on embedding our clinical talent strategy which focuses on three pillars: recruitment, retention and building clinical capability. This continues to deliver as we target the fundamental areas which make people happier in work. Our unique owner model is attractive to veterinary professionals and with investment in our central team, relaunch of the practice owner attraction proposition and new digital strategy we have completed 46 practice owner (partner) transactions during the year. These include 3 new openings. The growth pipeline continues to be healthy for future practice owners.

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 seven years with 154 bursaries awarded and a total investment of £100k+ in FY25. 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 300+ graduates across both cohorts which is an increase of 34 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.

Veterinary Nursing apprentices remains 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 continue to offer support to practices to use the British Veterinary Association (BVA) good work place guidance to create the optimal environment for practice colleagues to flourish. Our veterinary leadership teams are increasingly engaging with our leadership programmes and the significant step change improvements in our veterinary retention and reduction in headcount vacancies are meaningful outputs of this.

Clinical capability

During the year our Clinical Academy hubs and online offering had their first full year of use. This aims to support all clinical and non-clinical practice colleagues at every stage of their career and all stages of experience. Through our three physical clinical hubs our practice owners utilised cutting edge video technology to train other clinical colleagues across the country. Their areas of interest range from orthopaedic surgery to laparoscopic training through to upskilling confidence and capability in general surgical techniques and beyond.

Pet care expertise

We have continued to invest in our training content and programmes for colleagues building on an already strong learning and development foundation. We have launched cohorts of our Pet Care Expert Programme, which is focused on equipping our colleagues even 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 three cohorts enrol and 1044 colleagues have successfully graduated during FY25. 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. We will be looking to expand the breadth and depth of our Expert colleagues this year, continuing to equip them with CPD in key areas such as Pet Welfare and Customer Experience.

Nutritional expertise

After a successful launch of our nutrition core and intermediate training, we have had 6,069 colleagues completing the core modules and 1560 completing the intermediate modules, easily achieving our ambition of having one colleague per store with intermediate level training. In addition to this training, we have followed up with our "Nutrition Bites" training, which is designed to support with key initiatives such as the Nutrition Conversation and Easy Repeat, as well as launching training for new range launches such as Nutri balance, with training packs that can be delivered peer-to-peer by colleagues, promoting "always-on" learning and the sharing of expertise within our pet care centre's grooming expertise

Clinical talent summary

KPI	Performance
Increase in graduates across both cohorts	14%
Net increase in vets	10%
Net increase in vet nurses	10%
Number of international vet hires	102
Number of clinical hubs opened	1

Dog Grooming

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 1,000 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.

2,000+

Colleagues with SQP training

1,000+

Colleagues completed Pet Care expert training

897

Fully trained grooming stylists

6,000+

6,068 colleagues completed pet food core nutrition training

1,500+

1,560 colleagues completed pet food intermediate nutrition training

1,000+

Grooming Salon colleagues undergo extensive training with over 1,000 hours

Early careers and apprenticeships

With a strong investment in 'grow our own' talent, we have supported over 450 apprentices this year with programmes ranging from Vet Nursing, Leadership, Data and Finance. We've continued to invest in our EMS bursary scheme awarding a further 154 EMS bursaries to support Veterinary students to fulfil their placements.

We are committed to widening participation of future veterinary talent and continue to offer our virtual veterinary work experience programme with Springpod. This year we supported 5,244 participants, with an average of 6.6 hours per participant spent engaging with the programme content. 83% of participants self-identified as being from ethnically diverse backgrounds

Early careers summary

Year end FY25	Number of colleagues
Veterinary Graduates	304
Overall Apprenticeships	458
Student Veterinary Nurse Apprenticeships	388
Support office Apprenticeships	30
Veterinary EMS Bursary awards to date	154
Digital Academy	6
Veterinary Careers Virtual Work Experience Participants	5,244



People continued

Wellbeing and Reward.

Wellbeing remains at the heart of our people strategy. It is core to our founding values that people feel looked after and safe in work. 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 166 colleagues this year, building on the 726 who have been trained since 2022. In addition to this 165 existing Mental Health First Aiders had refresher training to maintain their status. This is providing vital support to colleagues at the point of need, and we are particularly proud of having a mental health first aider in nearly all our practices.

Reward

We continue to look to invest in our total reward proposition to attract and retain talent in highly competitive retail and veterinary service markets. To ensure we are matching our proposition to what colleague's value most we launched our reward and benefits survey in early 2025. The results of this will inform a relaunch of our proposition in FY26 to ensure we remain competitive in today's retail and business landscape.

The average increase in base pay for colleagues, including promotions, was 5.1% across the UK workforce in FY25. In March 2024, we increased our hourly store and grooming pay rates to a starting rate of £11.44 (7.9% vs March 2023). Colleagues were able to earn the Real Living Wage (RLW) upon completion of their Pet Expert training. For more information on our reward strategy see the Remuneration Committee report in our Annual Report on page 61.



Pets Community Volunteering case study

This year marked the fourth year of our community volunteering programme for colleagues called 'Our Better World Pledge 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 year over 13,300 hours were donated by over 2,023 colleagues. 42% of projects supported the planet with many having co-benefits for people and pets.

Litter pick at Stalybridge – River Tame

List of colleagues in photo: Anna Macklin, Emma Noble, Rebecca Foden, Nikki Barker, Asia Pickup,

25 bags

of litter collected
= 5 bags of litter each

35 hours

7 hours completed by
each colleague



Dog walking, cleaning of kennels and garden clearance

Mixture of activities completed such as walking dogs, painting fencing and clearing pathways at Birmingham Dogs Home.

15 colleagues **104 hours**

volunteered at Birmingham dogs home across the financial year

in total supporting the rescue

Photo from George Hutchinson



Kings Food Bank making food parcels

18 boxes

of donations sorted through

30 people

helped throughout the day

8 hours

supporting the food bank

Photos from Lisa Burns



People continued

Health and Safety is our top priority.

Health and Safety remains central to our strategy and decision-making. Ensuring the safety and wellbeing of our colleagues, partners, and customers is our top priority, and we continue to promote a strong safety culture across our stores, practices, distribution centres, and support offices.

We use a central compliance system to record all incidents, including non-work-related injuries, which can lead to over-reporting but ensures transparency and accountability. All incidents are reported in accordance with the RIDDOR ensuring full compliance with regulations.

In the past year, we saw a 1.11 increase in colleague accident rates per 1,000 colleagues, a 0.02 decrease in customer accidents per 100,000 transactions, and a 0.01 decrease in RIDDOR incidents. Across our two distribution centres, accident rates fell by 0.17 per 10,000 hours worked, with a 0.01 decrease in RIDDOR incidents.

Following our transition to the new Stafford site, we've seen continued improvements in accident rates and Health and Safety observations.

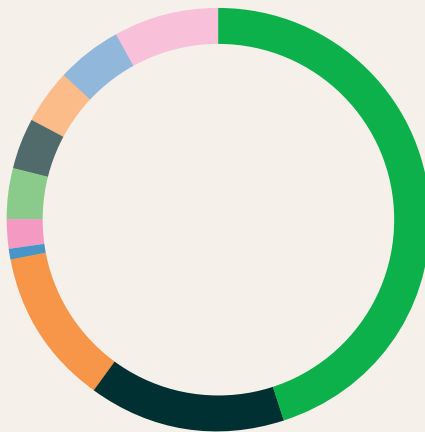
Animal bites and scratches remain the most common cause of accidents, due to natural interactions with pets. These have slightly increased, while slip and trip incidents have slightly decreased. Other accident types remained consistent year on year.

We completed 141 health and safety audits across our vet practices and retail stores and carried out fire risk assessments at over 900 locations. No Health and Safety Enforcement Notices were issued across the Group.

We refreshed and relaunched four Health and Safety training modules, tailoring them to each area of the business. We also supported colleagues through occupational health adjustments where needed and continued to update the Audit and Executive Committees on our performance and initiatives.

Looking ahead, we remain focused on enhancing colleague and customer safety by simplifying processes, leveraging our digital compliance tools, and maintaining high safety standards.

Group Accident Causations



Accident causations 24/25	FY25
Animal Bite	45%
Animal Scratch	15%
Cut or Scratch Due to Sharp Object	12%
Exposed to Heat Source/Hot Substance/Fire	1%
Exposed to or in Contact with a Harmful Substance	2%

Accident causations 24/25	FY25
Hit By a Moving, Flying or Falling Object	4%
Hit Something Fixed or Stationary	4%
Injured Due to Handling, Lifting or Carrying	4%
Injured Using Knives, Scissors, Sharp Objects	4%
Slipped, Tripped or Fell on the Same Level	8%

Human rights

Our responsibilities for people extend beyond the boundaries of our business. We have a dedicated Responsible Sourcing and Compliance Manager and an additional dedicated role – Ethics and Sustainability lead – who started in the team in April 2024 based in our Hong Kong Sourcing Office– Ethics.

We require new and high risk suppliers to undergo third-party ethical audits which assess labour standards, health & safety and environmental compliance. All suppliers have to provide a third-party audit at a maximum interval of 24 months.

We work closely with our suppliers to close out areas of non-compliance. However, we recognise that these audits are not always the most effective tool in identifying the most egregious human rights violations and so we launched a programme of Responsible Sourcing audits conducted by our in-house Responsible Sourcing Specialist and by our newly appointed Ethics and Sustainability lead. These audits may be completed instead of, or in addition to a third-party ethical audit. They will include current and prospective factories. The aim of these Responsible Sourcing audits is to not only assess and improve labour conditions in our suppliers'

direct operations but to support capacity building for identifying and mitigating human rights and environmental risks upstream in our supply chain

Our Responsible Sourcing Handbook brings our Supplier Code of Conduct to life with detailed implementation requirements, guidance and signposting to additional resources.



Please see our Modern Slavery Act Statement for more information <https://www.petsathomeplc.com/media/nahbdpxj/modern-slavery-act-statement-2024.pdf>

Looking ahead.

Developing our pet care expertise

The proposed changes to reshape the in store management structure within the retail business includes a business commitment to invest £2m into new and bespoke training. This includes the relaunch of 'Lead The Way' training for Managers and a suite of training for colleagues to support customers to be the best pet owners that they can be.

Supporting our clinical talent development

Continued growth in our programmes from early careers support through to vet nurse utilisation, development opportunities in our clinical hubs physical and on line offering.

Redeveloping and relaunching our reward and benefits proposition

An updated reward strategy will be launched in FY26 as part of our 3 year Remuneration Policy Review . This will be informed by feedback to optimise investment in what matters most to colleagues.



Governance framework

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 Sustainability committee receive a progress update from the committees and groups at various points during the year. Climate change is a standing item at every Board meeting.

ESG Governance

Plc Board of Directors

- Approves strategy and reviews progress
- Focus on topics that feature on the principal risk register
- Approves policies and external disclosure

Sustainability Committee

Executive Management Team

- Defines strategy
- Reviews progress
- Agrees large projects and costs
- Business integration

Sustainability Management Committees and associated groups

- Idea generation
- Operational delivery
- Project management
- KPI development
- Progress tracking
- Chaired by a member of the Executive Management team or a Director
- Risk Management

Climate Change & Waste Committee

People Leadership Team

Responsible Product Committee

Pet Committee

Pets Foundation

SASB alignment and policies



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 on Climate Related Financial Disclosure (TCFD). For our TCFD disclosure, please see our Annual Report and Financial Statements 2025



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 awarded a 'B' rating for our climate change disclosure for four 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 the relevant industries. In 2025, we published our fifth 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 AAA in 2025 for the first time following four years ranked at AA.**



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 12.81 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 second time in 2024 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 59 of our Annual Report FY25 entitled 'Carbon reporting summary'.
Data Security	Description of approach to identifying and addressing data security risks	CG-MR-230a.1	See page 22 of our Annual Report FY25 entitled 'Information security and business critical systems'.
Labour Practices	(1) Average hourly wage and (2) % of in-store and distribution employees earning minimum wage, by region	CG-MR310a.1	See page 61 of our Annual Report FY25 entitled 'Investment in Base Pay'.
	(1) Voluntary and (2) involuntary turnover rate for in-store and distribution centre employees	CG-MR-310a.2	See page 49 of our Sustainability Report FY25 entitled 'Colleague turnover'.
Workforce Diversity & Inclusion	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management and (c) all other employees	CG-MR-330a.1	See page 37 of our Sustainability Report FY25 entitled 'Committed to Diversity and Inclusion', also page 48 entitled 'People Targets', also page 49 entitled 'Additional people data'.
Product Sourcing, Packaging & Marketing	Revenue from products third-party certified to environmental or social sustainability standards	CG-MR-410a.1	See page 18 of our Sustainability Report FY25, section entitled 'Zero deforestation'.
	Discussion of strategies to reduce the environmental impact of packaging	CG-MR-410a.3	See pages 18 and 19 of our Sustainability Report FY25, section entitled 'Packaging', also page 46 entitled 'Planet Targets'.

Policies and procedures

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

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

Performance summary

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



Planet Targets.

2028 OBWP Sustainability Target

FY25 milestone

FY25 update

FY25 status

1 All priority Own Brand (OB) complete petfood products carbon footprinted

Enabler for Net Zero target

On track

Complete footprinting of 50% sales value of own brand cat and dog food products

Over 250 products carbon footprinted cumulatively representing over 65% of own brand sales



2 All priority suppliers to have established carbon maturity plans in place and 50% to have reached leadership category

Key priority for Net Zero target 5

On track

80% of own brand and 40% of supplier branded suppliers registered on the platform

Over 76% retail and vet suppliers by spend registered on the platform covering own brand and supplier branded



3 100% priority raw materials (RM) sustainable and packaging recyclable

Key priority for Net Zero target 5

On track

Own Brand RM: timber 75%, palm 50%, soya 80%

Packaging: Embed new packaging compliance partner

Own Brand RM timber 90%, palm 100%, soya 69%

New packaging compliance partner in place, significant progress with over 65% product coverage



4 15,000 acres woodland created/restored (FY22 base)

On track

Over 8,000 acres created, restored and protected

Over 8,000 acres created, restored and protected



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

FY25 milestone delivered, however, 2030 and 2040 targets at risk due to dependency on systems based changes for example regenerative farming and low carbon HGVs

Scope 1 and 2 (operational) initiatives progress

Scope 3 FLAG preparation
Scope 3 FY24 rebase
Transition plan preparation

Solar at Stafford, anaesthesia gas stewardship programme rolled out

FY25 Scope 1 and 2 location-based CO₂e emissions have reduced by 8.2% vs FY24 (see page 14 for a full review)

Scope 3 rebase completed using 2020 methodology and FY24 data

SBTi FLAG preparation and Transition plan underway



At the end of the second 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 seven. The five target areas where we did not meet our FY25 objectives have still achieved strong results and we are committed to continue to set annual milestones that are stretching and report transparently against them.



Pets Targets.

2028 OBWP

Sustainability Target

FY25 milestone

FY25 update

FY25

status

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

Develop and advance our clinical voice strategy

Engaging on the benefits of new veterinary surgeons act and animal welfare specific legislation such as the Puppy Smuggling Bill



On track

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

Ongoing development of "Pets difference" approach and implementation across range reviews

Range reviews have included to implement innovations that put pets first for example the developments in the toy ranges and car harness safety testing



On track

8
Help 500k pets through our charity work

100k using robust impact measurement approach

Over 150k pets positively impacted through grants, food banks and stock donations



On track

9
Educate 300k children in responsible pet ownership

53k

Events have been attended by over 60k children



On track

Performance summary continued



People Targets.

2028 OBWP Sustainability Target

FY25 milestone

FY25 update

FY25 status

10 Maximise pet care training investment and opportunity creation

On track

Pet care experts (PCE): 1000 Suitably qualified persons (SQPs): 2000
Nutritionist core: 6600 and Nutritionist intermediate 2000
Stylists: 75% of groomers with full stylists qualifications
150 bursaries to aspiring Vets

PCE: 1044 SQPs: 2092
Nutritionist Core: 6068 and Nutritionist intermediate: 1560

Stylist: (over 77%)

154 bursaries offered



11 Reflect the diversity of the communities we operate in, achieving 12%** representation of people from ethnic minorities

FY28 target at risk

** Note: excludes Vets due to low data completion rates, at present 15.5%.

7% (FY23 : 3%)

Total ethnic diversity representation 5.6%. vs 4.9% FY24
Colleague data completion rate 86.3% vs 81.4% FY24




12 Donate 50k colleague hours to support community organisations (FY23 base)

FY25 target missed, FY28 target on track

15,600 hours

Over 13,000 colleague hours donated and over 41,000 since FY23



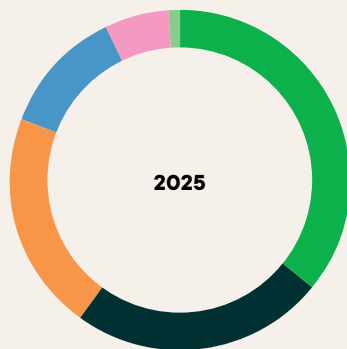
 Fully delivered

 Partially delivered

 Missed

Additional People Data.

Colleague diversity data



	2025	2024
% Colleagues aged under 25 years old	23%	36%
% Colleagues aged 25 to 34 years old	36%	24%
% Colleagues aged 35 to 44 years old	21%	21%
% Colleagues aged 45 to 54 years old	12%	12%
% Colleagues aged 55 to 64 years old	7%	6%
% Colleagues aged 65 and over	1%	1%

Gender Diversity all colleagues

Male

2025 26%

2024 26%

Female

2025 74%

2024 74%

	Combined Group		Pets at Home Retail		Vet Group	
	FY25	FY24	FY25	FY24	FY25	FY24
Gender						
% of women on Plc Board (NED)*	40%	63%	-	-	-	-
% of women on Executive Management team*	57%	71%	-	-	-	-
% of roles held by women total business	74%	74%	-	-	-	-
% of senior management roles held by women	52%	51%	-	-	-	-
% of store managers women	-	-	42%	43%	-	-
% of JVP women	-	-	-	-	57%	56%
Experience						
Colleagues with under two years' service	40%	39%	40%	40%	41%	47%
Colleagues between two and five years' service	30%	28%	27%	28%	33%	29%
Colleagues over 5 years service	30%	33%	33%	32%	26%	24%
% of store managers over ten years' service	-	-	56%	56%	-	-
% of JVPs over ten years' service	-	-	-	-	50%	50%

* All data based on 27 March 2025 except for gender diversity of Plc Board and Group Executive Team which is as of 28 May 2025.

Colleague turnover (CTO)	Total CTO	Unplanned CTO*
Group	26.2%	19.9%
Retail	25.2%	22.7%
Vets	21.4%	18.2%

Total CTO includes all leavers except bank workers and transfers

* Unplanned CTO excludes leavers with a leaver reason classified as involuntary for example dismissals, redundancy and end of temporary contract

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 reporting period ended 27 March 2025.

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 27th March 2025, 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") and our agreed terms of engagement.

The Selected Information in scope of our engagement for the 52-week period ended 27th March 2025, as indicated with a * in the Annual Report and Sustainability Report, is as follows:

Inherent limitations of the subject matter information

We obtained limited assurance over the preparation of the Selected Information in accordance with the Applicable Criteria. 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, 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.

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; and
- Providing sufficient access and making available all necessary records, correspondence, information and explanations to allow the successful completion of our limited assurance engagement.

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.

Selected Information	Unit of measurement	Reported amount
Greenhouse Gas (GHG) Emissions – Scope 1	Tonnes CO ₂ e	10,229
Indirect GHG emissions – Scope 2 – location based	Tonnes CO ₂ e	13,031
Indirect GHG emissions – Scope 2 – market based	Tonnes CO ₂ e	0 ¹
Indirect GHG emissions – Scope 3 - Category 3: Electricity Transmission & Distribution Losses - Category 4: 3rd party logistics - Category 6: Employee travel	Tonnes CO ₂ e	7,901
Scope 1 and 2 GHG emissions intensity	Tonnes CO ₂ e/£m revenue	15.7

1. The indirect GHG emissions – Scope 2 – market based reported amount of nil relates to UK market-based emissions and excludes the immaterial Hong Kong-related market-based balance of 15 tCO₂e, disclosed as a footnote in the Annual Report and Sustainability Report.

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: <https://www.petsathomeplc.com/sustainability/documents-policies/documents/>

Our independence and competence

In conducting our engagement, we complied with the independence requirements of the FRC's Ethical Standard and 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 subject matter 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 subject matter information, we performed the following procedures:

- Performed an assessment of the Applicable Criteria to determine whether they are suitable for the engagement circumstances.
- 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, 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, 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.
- Through inquiries of management, documented whether an external expert had been used in the preparation of the Selected Information, then 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.
- Inspected documents relating to the Selected Information, including board committee minutes to understand the level of management awareness and oversight of the Selected Information.
- Performed procedures over the activities of significant third parties that perform key controls relevant to the Selected Information.
- Performed procedures over the Selected Information, including recalculation of relevant formulae used in manual calculations and assessment whether the data had been appropriately consolidated.
- Performed procedures over underlying data on a statistical sample basis to assess whether the data had been collected and reported in accordance with the Applicable Criteria, including verifying to source documentation.
- Performed procedures over the Selected Information including assessing management's assumptions and estimates.
- Accumulated misstatements and control deficiencies identified, assessing whether material.
- Read the narrative accompanying the Selected Information with regard to the Applicable Criteria 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 Basis of Reporting. We draw your attention to the following specific limitation:

- The Scope 3 Category 4 metric is largely dependent on third party hauliers providing travel distance information to Pets at Home Group Plc. Our procedures did not include obtaining assurance over the information provided by these third parties.

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.



Deloitte LLP

28th May 2025

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	9	10	12	13	14	15	17	Primary SDG Targets	Comments
Planet	By 2028 all priority own brand food products carbon footprinted								Primary linked				Primary linked	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				Secondary link				Primary linked				Primary linked	Primary 12.6, 12.8	Leading change with our suppliers
	By 2028 all priority raw materials to be sustainable and packaging recyclable								Primary linked				Primary linked	Primary 12.5, 12.8	Leading in sustainable pet ownership
	By 2028 create, protect and restore over 15k acres of native UK woodland (2020 base)											Primary linked	Primary linked	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)				Secondary link	Secondary link	Primary linked		Primary linked	Primary linked	Secondary link		Primary linked	Primary 8.4, 12.6, 12.8, 13.1, 13.3	Decoupling growth from environmental impact
Pet	By 2028 demonstrate how we have improved pet welfare in the UK through advocacy	Primary linked											Primary linked	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 linked										Secondary link	Primary linked	Primary 3.4	Pets promote exercise and wellbeing
	By 2028 help 500k pets through our charity work	Primary linked	Secondary link										Primary linked	Primary 3.4	Pets promote exercise and wellbeing
	By 2028 educate 300k children in responsible pet ownership (since 2020)	Primary linked	Primary linked										Primary linked	Primary 3.4	Pets promote exercise and wellbeing
People	By 2028 maximise pet care training investment and opportunity creation	Primary linked			Secondary link	Secondary link	Primary linked						Primary linked	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 linked		Primary linked			Primary linked	Primary linked					Primary linked	Primary 4.4, 8.5, 10.3	Ensuring equal opportunities
	By 2028 donate over 50,000 colleague hours to support community organisations												Secondary link	Secondary 17	Partnering to deliver social impact

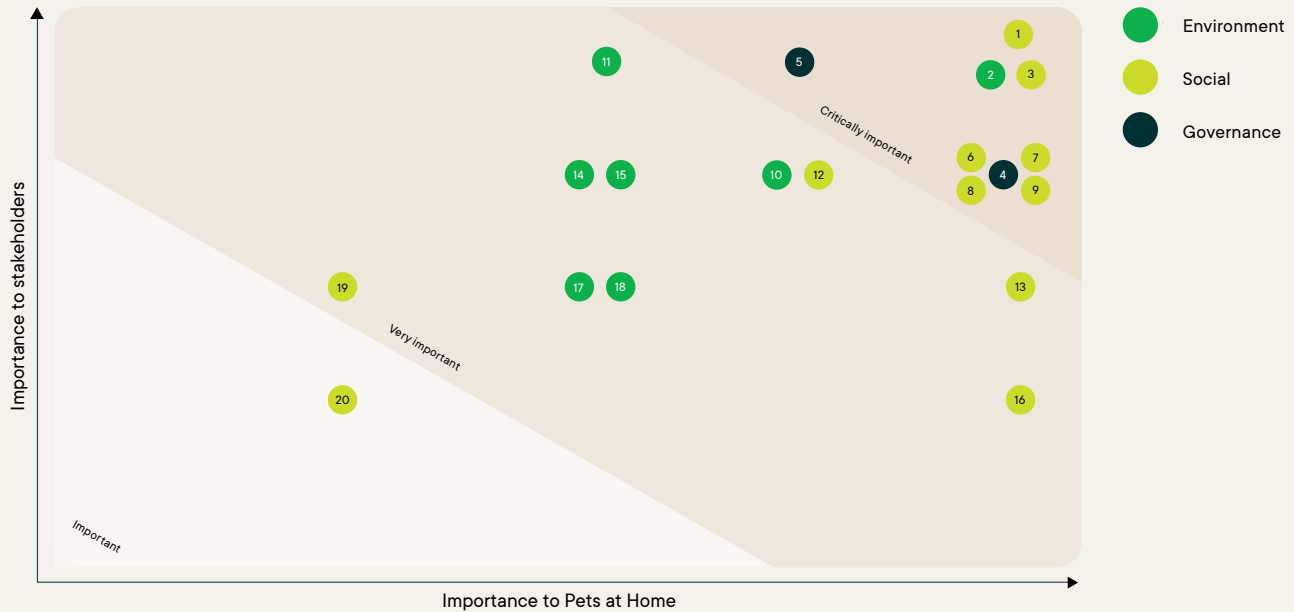


Primary linked SDG Goal and/or Target(s)



Secondary link SDG Goal and/or Target(s)

Materiality Assessment.



A detailed materiality assessment is conducted every three to four years and refreshed annually during the 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.

ESG		Importance to Pets at Home	Importance to stakeholders	Total importance score	Status
1	Pet's physical and emotional health	5	5	10	=
2	Pet food sustainability	5	5	10	New FY23
3	Talent and development	5	5	10	New FY23
4	Business ethics, governance and risk	4	5	9	=
5	Data privacy, security and ethics	5	4	9	=
6	Customer service	5	4	9	New FY23
7	Product quality and safety	5	4	9	New FY23
8	Accessible and affordable pet care	5	4	9	New FY23
9	Pet's role in society	5	4	9	=
10	Diversity and inclusion	5	4	9	=
11	Sustainability of pet ownership	4	4	8	=
12	Climate action	3	5	8	=
13	Human health, wellbeing and safety	5	3	8	=
14	Protecting nature	4	4	8	▲
15	Sustainable sourcing	4	4	8	▲
16	Community contribution	5	2	7	=
17	Waste and circularity	3	3	6	=
18	Sustainability of product packaging	3	3	6	=
19	Labour practices and Human Rights	2	3	5	=
20	Animal welfare impacts of product production	2	2	4	=

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