

**Butternut
Box**

Impact Report

2024



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At Butternut, we've always believed that our mission of delivering health and happiness to dogs (and now cats) and their humans goes hand in hand with caring for the planet, our people, and our communities. That belief continued to guide us in 2024. For every step forward we took to grow the business, we took one to grow our impact too.

When we opened Ace's Pantry - our new fulfilment centre and warehouse - we didn't just build for today. We installed a smart heat recovery system that reuses waste heat from our cold storage to warm the water for our boilers. A win for cutting our gas use and our impact on the planet. Later in the year, we invested in more efficient steam ovens that lowered our energy usage even further.

We're baking all those learnings into our new site in Poland, Sam's Kitchen, where an even more advanced heat recovery system will be in place from day one.

It's a similar story on the recipe side. As we've expanded into Europe, we've expanded our lower-carbon meals too. And with every new bowl served, we've got better at reducing waste, ending 2024 with 90% of it either recycled or turned into biogas.

One of our proudest steps? Trialling a fully recyclable pouch film. Getting it right demanded a lot of trial and error, but we believe it was worth the effort. If successful, it will be recycled at most major supermarkets, a small thing that could make a big difference to our customers and the planet.

And it's not just about the food. As we grew into new countries and channels, and welcomed Marro, our new Fresh cat food brand, we also doubled down on how we grow our people. In 2024, we launched our first ever Talent Barkademy to help to grow future leaders from within.

And we gave more too. In 2024, we nearly doubled our charitable donations from the year before and proudly partnered with Dogs Trust, whose mission is closely aligned with our own.

As a B Corp, we know that our success depends on the success of those around us. So as we grow, we're committed to doing it the right way - for people, planet and pets.

Here's to more meaningful impact in 2025.

Our purpose

“We exist to deliver health and happiness to dogs, cats and their humans all over the world.”





Our values

At Butternut, our **values** are central to who we are and how we behave as a business.

So it's not surprising that these values are directly linked to how we manage our impact, ensuring that as we grow as a business, we do it in a way that reduces our environmental impact and makes a positive difference to people as well as pooches.

Dedicated and determined
Open and honest
Genuine care
Strive for better

All for the love of DOGS

2024 Highlights

Here's a snapshot of how far we came in 2024, growing our environmental and social impact while staying true to our purpose: delivering health and happiness to dogs, cats and their humans everywhere.



6.4%

reduction in the CO2e emissions from our gas usage per kg of food produced.



90%

of our waste was recycled or converted into biogas - over 3,000 tonnes.



94%

of our ingredients, packaging and additional product suppliers linked on Sedex.



109,252 kg

of CO2e saved through our meals being delivered on all-electric vehicles.



2.9%

reduction in CO2e emissions per kg of food delivered across Scopes 1, 2 and 3.



89%

company-wide participation in our May engagement survey with +55 (vs 52.5 in May 2023) company-wide eNPS.

FRESH

The PsiBufet team and Box Office team moved into Fresh new office spaces that are reflective of our brand & values whilst ensuring that our squad can do their best work.



We opened **Ace's Pantry** our new Fulfilment centre and Warehouse.

Barkademy

We launched our first ever future leaders program - The Talent Barkademy - with 19 graduates and a overall engagement score of

99%



Our mean gender pay gap of **-12.4%**.
[Full report here](#)



420

hours of dedicated sustainability training.



1,532

hours of volunteering.



Started funding a 2 year project with **Dogs Trust** helping to make Chonburi province in Thailand rabies-free.



Achieved a BRCGS Food Safety certification **AA+ grade.**



Introduced **5 new** complete and balanced Fresh meals for cats.

33 month

Kicked off a 33 month research study with University of Surrey on how feeding dogs Fresh food results in better health outcomes than ultra-processed alternatives.



56,366

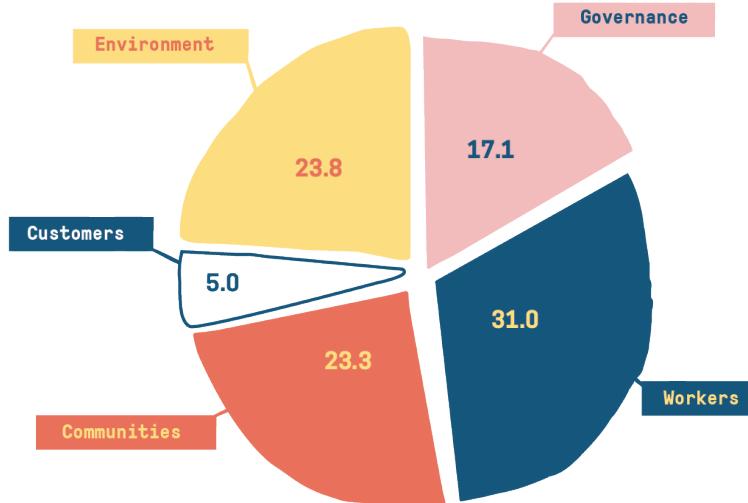
physical meals donated to dogs in need.



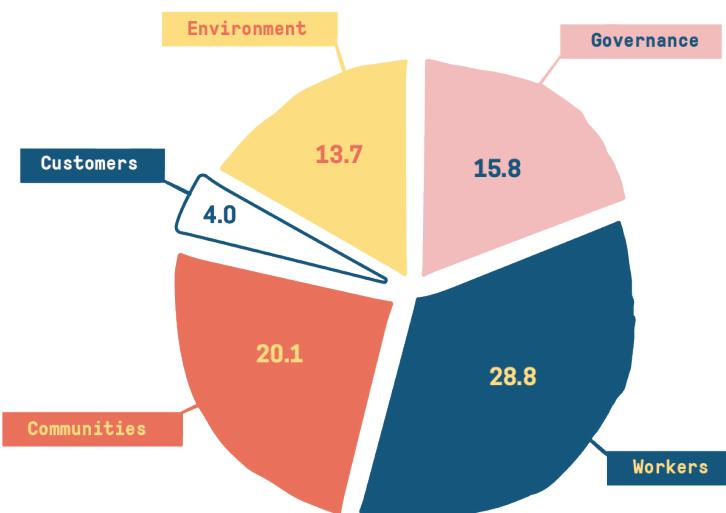
Donated over **£237,000** to our partner charities - almost double the amount we donated in 2023.

What it means to be a B Corp

Our score 2025: 100.3



Our score 2022: 82.6



We get asked this a lot: what does being a B Corp really mean to Butternut? If we had to sum it up, we'd go with another three letters:

Certification

Becoming a B Corp takes serious commitment. The assessment digs deep into every part of how a business runs. That includes our operations, how we treat people, the impact we have on the planet and the promises we make legally to be accountable to all of our stakeholders. As B Lab themselves say, **"it's about meeting the highest standards of verified social and environmental performance, transparency and accountability."**

Community

When you become a B Corp, you join a group of like-minded businesses that believe in doing the right thing and doing it well. It's a chance to learn, to share, and to work together on the bigger picture, from industry-wide change to local action.

Communication

The B Corp logo tells the world that we're serious about building a purpose-led business. One that cares about people and the planet. One that believes success comes from doing things the right way, not the easy way.

We first certified as a B Corp in 2022. We've now proudly re-certified with a score of **100.3** - an increase of 17.7 points. It's a big milestone but recertification is about progress, not perfection. So we're not stopping here. We're focused on improving our impact and showing that you can grow a successful business and still do the right thing for people, for pets and for the planet.

How we manage our impact

B CORP

Planet

Energy

- ◆ Gas
- ◆ Electricity
- ◆ Operational Carbon



Water

- ◆ Inbound
- ◆ Effluent



Waste

- ◆ General Waste
- ◆ Food Waste



Recipe Carbon

- ◆ Life Cycle Assessment



People

Squad

- ◆ Diversity, Equity & Inclusion (DEI)
- ◆ Training & Development
- ◆ Engagement & Wellbeing



Charity

- ◆ Volunteering
- ◆ Donations



Customers

- ◆ Education
- ◆ Communications



Product

Responsible Sourcing

- ◆ Environment Social & Governance
- ◆ Animal Welfare



Packaging

- ◆ Reduce
- ◆ Recycle
- ◆ Reuse



Nutrition

- ◆ Ingredients
- ◆ Cooking process
- ◆ Feeding Guidelines
- ◆ Research





Planet

Our Planet pillar is all about how we manage our environmental impact. That includes tracking carbon emissions from our own energy use, as well as from our supply chain and deliveries. It also means keeping a close eye on how much water we use and how we deal with waste.



Business carbon footprint

Scope 1

Gas - 4.4%

Used to steam cook our meals



Scope 2

Electricity - 0%

0% using a market based approach as we only purchase 100% renewable electricity or 0.9% using a location based approach



- We use the GHG (Greenhouse Gas) protocol to calculate our emissions from all our business activities and reported as scopes 1, 2 and 3.
- We try to use activity data for the majority of our calculations such as kWh of gas used or Kgs of ingredients purchased and only rely on the less accurate spend based approach for a smaller amount.

Scope 3

Packaging - 2.8%



Upstream Transport - 0.8%



Purchased goods - 4.8%



Waste - 0.1%



Rudies & Sam's Capital - 3.6%



Downstream Transport - 0.6%



Ingredients - 82.9%



Product carbon footprint

We don't just measure the overall carbon footprint of our business. We go right down to the recipe level too.

Using Life Cycle Assessments (LCAs), we calculate the carbon footprint of every recipe we make. That means tracking emissions at each stage of the journey—from the farms where our ingredients are grown and reared, through production and packaging, all the way to the disposal of each pouch.

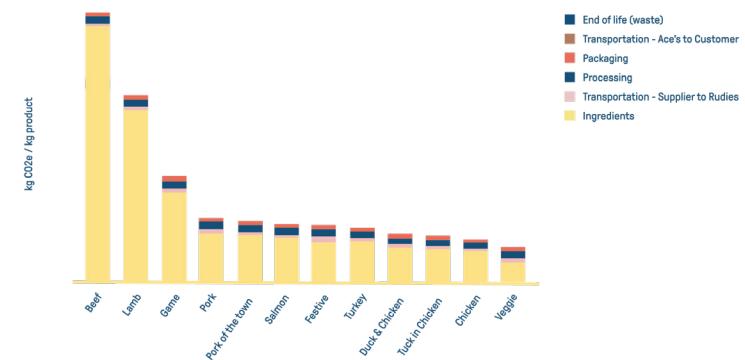
The only bit we don't currently include is the energy our customers use for freezing or storing meals at home. Right now, there's not enough reliable data to measure that properly.

Unsurprisingly, our recipes with the highest carbon footprints are those with red meat, especially beef. That's because raising cattle generates a lot of emissions, from the land and water they need, to the methane they release during digestion.

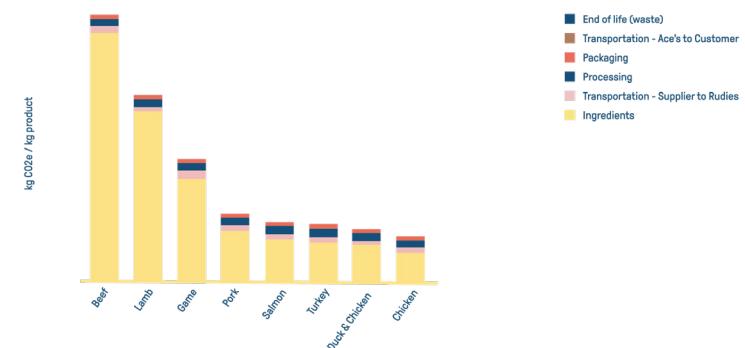
The good news? We're working with some brilliant farmers who are testing smart ways to cut those emissions such as switching their farms to renewable energy.



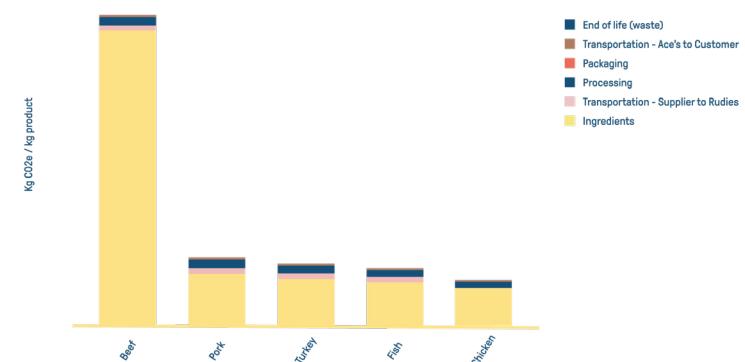
Butternut Box carbon footprint by recipe



PsiBufet carbon footprint by recipe



Marro carbon footprint by recipe



Recipe carbon

We don't stop at measuring each recipe in isolation. We link those footprints to our actual production forecasts to work out the total carbon footprint of the food we send to customers.



We call these our **Recipe Carbon** emissions. They help us make smarter decisions across product development, sourcing and operations. They also allow us to set more meaningful targets and track progress in a clear, consistent way.

In 2024, even as we continued to grow, we reduced our total Recipe Carbon emissions per kilo of food produced by **2.9 percent**.

That drop came from a mix of changes across the business, including:

- Expanding our lower carbon recipes in Europe.
- Cutting gas use by adding a heat recovery system and more efficient steam ovens to our production lines.
- Recycling or converting more of our waste into biogas.
- Reducing the packaging our ingredients arrive in, and rerouting supply directly to European fulfilment centres.
- Reducing the packaging we send to customers, including cutting down on plastic in pouches and ice packs.
- Partnering with couriers who are switching to electric delivery vehicles.

Energy

Using less energy to steam cook, chill and freeze our meals is still one of the most direct ways we can cut our carbon footprint.

That's why we keep investing in smarter systems and more efficient technology to help us do just that.



Gas

In 2024, we made our biggest investment yet in energy efficiency. We installed the first stage of a heat recovery system at Ace's Pantry, our new fulfilment centre. It captures waste heat from the freezers and uses it to warm water for the boilers at Rudie's factory to a toasty 30°C.

We didn't stop there. At the end of the year, we upgraded our steam ovens on two new production lines at Rudie's factory. They're **50% more efficient** than what came before.

Together, these upgrades helped us cut gas use by **6.4% per kilo** of food produced. That beat our original target of **5%**, and brings us one step closer to our goal: a zero emissions factory where all our steam comes from recovered heat and we no longer rely on gas at all.

We're applying the same thinking to our new SAMS Kitchen in Poland, which is being designed from the ground up to use even more recovered heat and less gas from the very start.

Electricity

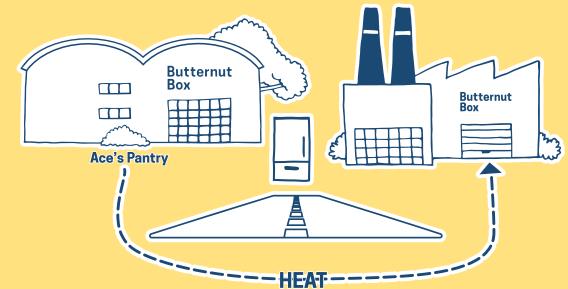
Even though we buy **100% renewable electricity** through energy certificates, we still aim to use less. That's because the power that comes through the National Grid is still generated from a mix of fossil fuels and renewables.

We started and ended 2024 strong on electricity efficiency, but we didn't quite hit our year-end goal of a **3% reduction per kilo** of food. That's because we had to keep both freezer systems running together briefly, while shifting cold storage from Rudie's to Ace's.

On the upside, we kept building on progress made in 2023. We added more electricity meters across Rudie's and Ace's, which has helped us track usage more closely and spot areas to improve.

And one of the most exciting steps? We finished designing the solar panel system for Ace's Pantry. Once installed, it will generate clean electricity on-site and help us contribute to a greener National Grid.

Gas



Electricity

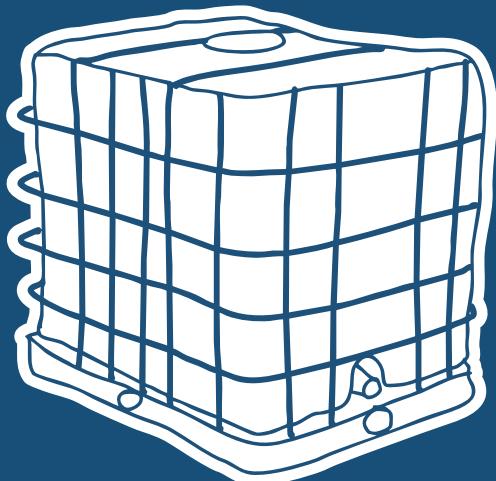
CCA

We also maintain our **Climate Change Agreement** with the Environment Agency, which drives us to be more efficient with both gas and electricity use.

Waste and water

We know that cutting waste is about more than keeping things tidy. It helps **reduce pollution, conserve resources** and **cut emissions**.

That's why, even though Rudie's Kitchen has been zero waste to landfill since it opened, we keep pushing to reduce waste and recycle more.



Intermediate Bulk Container

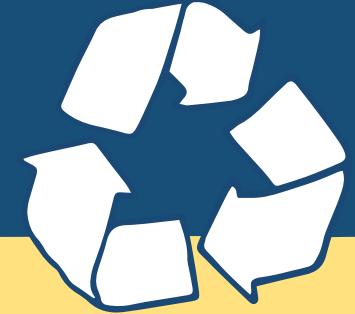
Increasing Recycling

By the end of 2024, 90% of our total waste - over 3,000 tonnes - was either recycled or converted into biogas.

That's a 16% jump from 2023, driven by more than double the amount of cardboard and over two and a half times more plastic recycled.

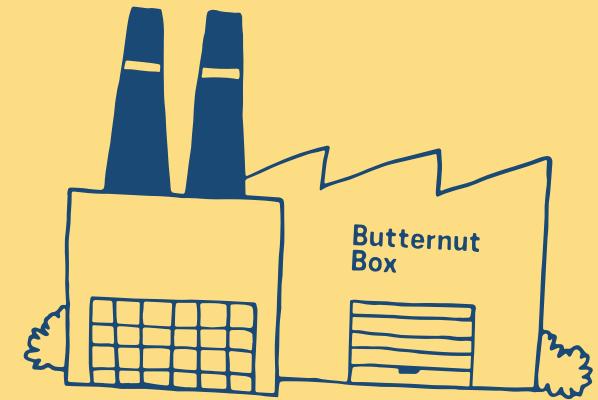
How we did it:

- Added more recycling points across our sites.
- Moved recycling stations closer to packing areas, making it easier for teams to use them.
- Found new local waste partners to recycle even more materials, including:
 - Large plastic containers from our liquid ingredients.
 - Plastic straps from deliveries.
 - Film offcuts from pouches.



Reducing waste

Recycling matters. But cutting waste before it's created is even better.



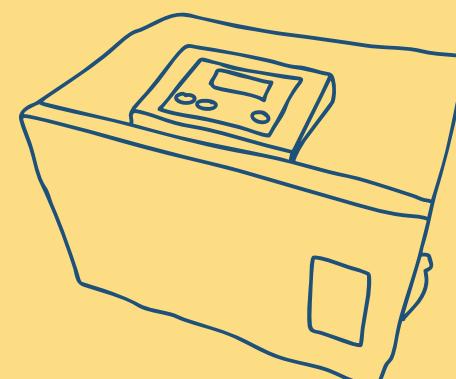
That includes everything from reducing food waste in production, to switching to longer-lasting hairnets for our team. **Yes, even the little things count.**



All food waste goes to **anaerobic digestion**, where it's turned into **biogas and fertiliser**. We also donate surplus meals to our animal charity partners and to Foodworks Sheffield, a local food bank near Rudie's and Ace's to provide food for pets in our local Sheffield community.



But we know food waste still comes with a carbon cost, so we keep looking for ways to cut it further. In 2024, we started trials on a **non-destructive temperature testing chamber**. It uses **microwave thermometry** (very sciencey, very cool) to check pouch temperatures without damaging them. If the trial works out, we could save up to **20 tonnes** of food waste a year.



Water

We track water use closely, both to reduce our footprint and to conserve this essential resource.

In 2024, we reduced water usage per kilo of food produced by **4.7%**, and cut water effluent by **8.3%**.

We also finished the design for a water filtration system that would allow us to recycle our production water. Due to costs, we're starting with a simplified version, but the full system is still part of our long-term plan.



People

Whether it be our squad, our local communities or our customers, our social impact and making a positive difference to people's lives is incredibly important to our value of **#GenuineCare** and success as a business.





Squad

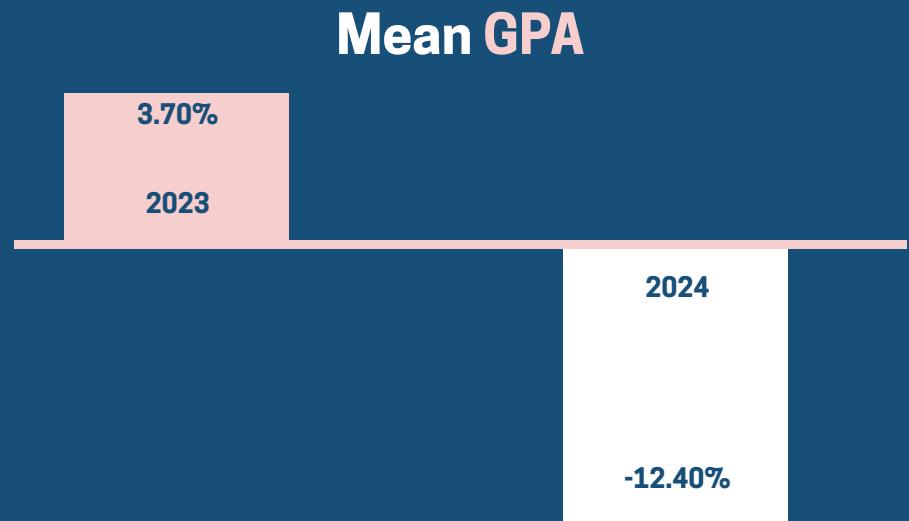
“Our Squad,” consists of around 900 dedicated and caring people working across the UK and Europe. Our People team’s mission has always been to make Butternut the best place you have ever worked.

2024 was a year of growth for Butternut with new countries, channels, expanding our facilities with Ace's Pantry and of course welcoming Marro. As a People team, we focussed on creating meaningful opportunities for individual growth & development; all whilst ensuring we have moments to stop, recognise our team milestones and celebrate wins as one squad across locations & markets.

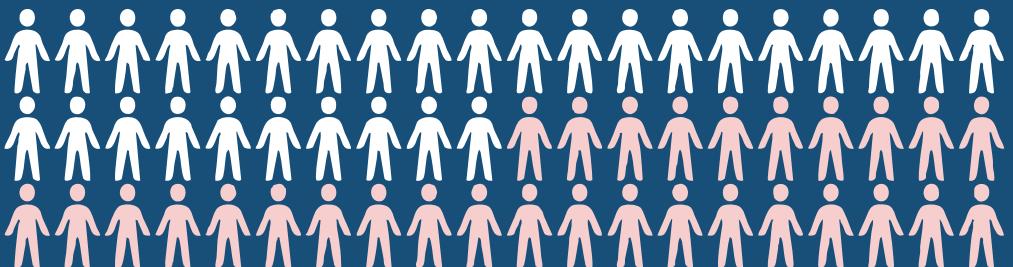
Growing together

2024 was a year of growth—of our people, our spaces, and our impact. As Butternut continued to scale, we focused on growth and development for our squad.

Our UK mean gender pay gap is -12.4%. The shift from the previous year's gap, which was 3.7% in favour of men, is attributed to several factors, including the taxable value of share options and the proportion of women choosing to liquidate CSOP options.



50% of our managers identify as female



15% of squad members received a promotion this year. Over 50% of managers identify as female, reinforcing our inclusive approach to hiring and promotions.

- We celebrated DEI moments across the year—International Women’s Day, Pride, Men’s Health, Black History, Mental Health and Disability Awareness—with guest speakers, catered lunches from minority-owned businesses, and powerful storytelling from within our own squad.
- We switched on features in our recruitment tool to use AI to write inclusive job descriptions and interview questions. We also introduced AI note-taking with bias mitigation recommendations to improve structure, fairness and consistency in interviews.
- Our PsiBufet and Box Office squad moved into fresh new office spaces reflective of our brand & values ensuring that our squad can do their best work.

Learning, leading & feedback

We continued to invest in our squad's learning and leadership journey, making sure development felt real, personal and ongoing.

- **2,000+** training hours delivered in Box Office and international locations.
- **13,800+** training hours delivered across Operations.
- **420 hours** focused on sustainability training.
- Based on engagement survey results, we developed new training content to support productivity and work-life balance.
- **100%** of squad completed updated training on Anti-Bullying and Harassment, AI and GDPR.
- We launched our first-ever future leaders programme, the **Talent Barkademy**. All 19 graduates agreed the skills they learned would positively impact themselves and their teams.
- **Internal training** on 'How to Interview' helped support fairer access to internal roles and promotions.
- We ran **inclusive training** on unconscious bias, cross-cultural awareness and inclusive meetings to improve everyday interactions.

We refreshed our feedback cycle to focus on **action and performance**.

This included:

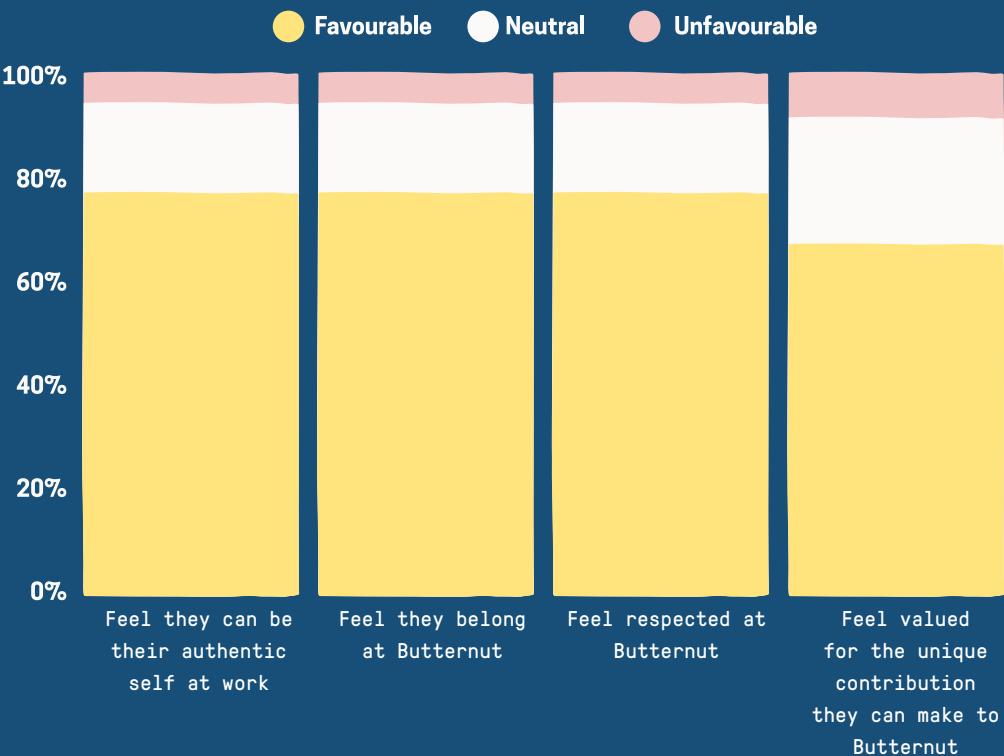
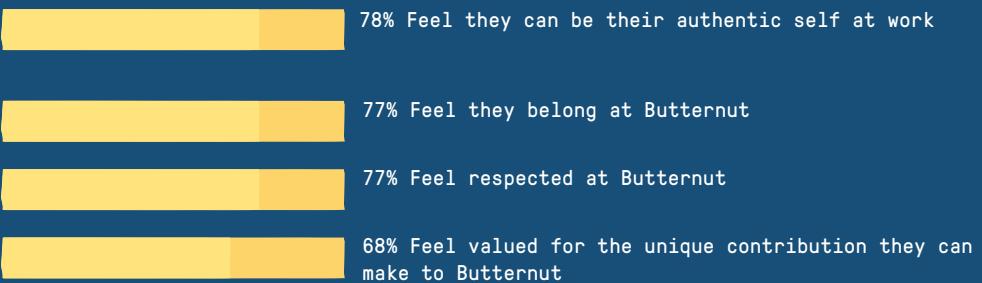
- 99% of managers completing reviews.
- 85% of peer and upward feedback submitted.
- Introducing calibration and SPOF mapping to give deeper insight into talent development.



Culture, connection & community

- We kept our people connected, supported and involved across every location and time zone.
- 75% of squad said they feel included at Butternut, up from last year, even as our total headcount grew by more than 20%.
- Our squad gave back to local communities with 1,532 volunteering hours donated to causes they care about.
- Introduced new location-specific benefits:
 - Dental cover in the UK.
 - Private health insurance in Ireland.
 - Cycle-to-work schemes in the Netherlands, Belgium and Ireland.
- Approved our first sabbaticals, with two squad members taking extended time out and more planned for 2025.
- We launched a new Employee Assistance Program with TELUS Health, offering confidential support, wellbeing tools and life guidance 24/7.
- Held our biggest-ever Great Butternut Get Together, with over 500 squad members coming together in the UK.
- 89% of our squad completed the engagement survey, with an eNPS of +55, up from +52.5 in 2023.

Inclusion



Charity

As a purpose-led business, improving the lives of dogs, cats and their humans is at the heart of what we do. Giving back through charity partnerships is a big part of how we live that purpose.

We're proud of the strong relationships we've built with our charity partners and local communities. Whether it's through long-term partnerships or squad volunteering, making a positive difference is woven into our culture and our value of **#GenuineCare**.

As a B Corp, we also know that the way we support and engage with our communities is essential to shared success. As we grow, so must our impact.



Donations

Each of our brands and locations chooses charity partners that align with our charity mission. In 2024, we worked with 21 charity partners across our locations and beyond.

For every new Butternut Box customer and each advent calendar sold, we donate the value of a meal—or an actual meal—to a dog in need.

In 2024, we donated over £237,000 to charity.

That's almost double the amount we gave in 2023.

This included 56,000 physical meals donated to animal welfare charities, alongside direct funding for projects that support our charity mission:

"To deliver safe shelter, basic care and full bellies to dogs and cats in need. Everywhere."



Here are some of the projects we have supported in 2024:

- Fitting out a kitchen at Dogs4Rescue, making meal prep easier for carers and dogs.
- Improving the dog paddock and refurbishing kennels at Foal Farm.
- Supporting the build of a new play area at Wicklow Animal Welfare.
- Providing a freezer for Dierenasiel Gent in Belgium to store donated meals.
- Helping KHB in the Netherlands grow their donor base.
- Supporting the rebuild of an animal shelter in Kłodzko, Poland, after major floods.
- Funding a sterilisation programme through Fundacja Rasowy Kundel in Poland.
- Helping Berliner Tiertafel in Germany purchase food, blankets and medicine.

And because our mission includes humans too, we also donated to local food banks in the UK and gifted computer screens and chairs to Sheffield One World Choir, a local community group near Rudie's Kitchen. It supported their work and gave new life to equipment that would have gone to waste.

Dogs Trust

In 2024, we were able to ensure that as we grow, so does our charitable impact, by entering into a strategic partnership with Dogs Trust, a charity that closely aligns with our values and mission.

United by a shared vision for every dog to be safe, happy and healthy, we are proud to have committed to supporting a major two year initiative in the Chonburi province in Thailand, a known rabies hotspot.

Through this collaboration, the Dogs Trust Worldwide team working with Thai-based partner, **Soi Dog Foundation**, is delivering the world's largest targeted sterilisation and rabies vaccination programme, also known as CNVR (catch, neuter, vaccinate and return).

With an estimated **100,000** free-roaming dogs in the province, our partnership with Dogs Trust should enable Soi Dog's expert mobile clinic team to neuter and vaccinate **40,000** dogs over the course of two years, not only helping to improve their welfare but also reduce the spread of rabies.

During the first six months of our partnership, which commenced in July 2024, the project had made great progress, with the team sterilising and vaccinating nearly 9,000 dogs by the end of December.

Thanks to this, we are already seeing:

- Declining number of regional reported canine and human rabies cases.
- Free-roaming dogs showing better body condition scores.
- Overall density of the free-roaming dog population starting to fall.

And our partnership does not stop there. We also took part in a volunteering day at a Dogs Trust rehoming centre and their Canine Behaviour Team hosted a 'Lunch and Learn' session with our squad, sharing valuable insights into understanding our dogs' emotions.



Volunteering

Every squad member at Butternut gets a day each year to volunteer with one of our charity partners. We also organise regular volunteering days across our brands and locations.

In 2024, our team contributed over 1,500 hours of volunteering.

Here are just a few of the highlights:

UK

Box Office and Remote

With the help of Works4U, our Butternut Box Office and Remote team supported the Nubian Life Community Resource Centre in London with gardening and redecorating their social room. We also helped Foal Farm prepare for their Annual County Festival.



Rudie's and Ace's

Squad members at Rudie's and Ace's helped out at Bassetlaw Food Bank with gardening and packing parcels, and spent time walking dogs at Thornberry Animal Sanctuary.



Ireland

The Butternut Box Ireland team supported Louth SPCA by cleaning out dog beds and helping with daily care.





Netherlands and Belgium

Our teams in Netherlands and Belgium helped build a playground for KHB and spent time at Dierenasiel Gent, cleaning enclosures, walking dogs and making enrichment toys like snuffle mats.



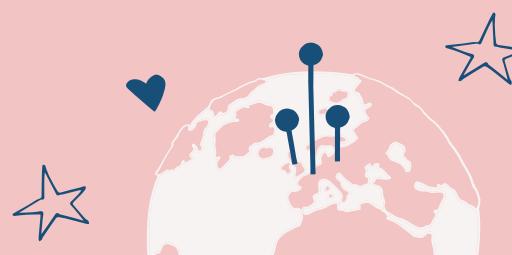
Poland

The PsiBufet team helped build a sensory park for dogs at the Nowy Dwór Mazowiecki rescue centre.



Germany

Our team in Germany volunteered at Berliner Tiertafel, helping to clean and organise donations and storage facilities.



Marro

In 2024, we launched Marro, our new Fresh Cat Food brand. As part of that launch, we selected Mayhew Animal Charity—just 15 minutes from our Box Office—as our first charity partner.

Together, we funded:

- 500 microchips to help reunite lost cats with their families. There are an estimated 100,000 missing cats in the UK alone.
- A free cat housing service for pet parents who are temporarily unable to care for their cats due to hospital stays or other circumstances.

We also rolled up our sleeves and got stuck in. The Marro team revamped Mayhew's Cat Cabin for long-stay cats, including building and painting enrichment shelving to make their space more stimulating and comforting.



**Care and Candour
Adapt and honest
Together as one
Steadfast and accountable**

Charity partners

We are proud to support charity partners that align with our mission and values across every market we operate in.

Global

Dogs Trust

UK's largest dog welfare charity with a global presence supporting canine welfare initiatives around the world.

UK and Ireland

Foal Farm

An animal rescue centre giving abandoned and unwanted dogs and other animals a second chance.

Nubian Life Community

Community Resource Centre in Hammersmith and Fulham providing activity based care and respite for carers for the aging African Caribbean and Asian population.



Hammersmith and Fulham Foodbank

Part of a nationwide network of food banks, working to combat poverty and hunger across the UK.

Dogs4Rescue

A unique dog rescue where dogs live together in a kennel free environment.

Bassetlaw Food Bank

A charitable organisation that distributes food to those who have difficulty purchasing enough to avoid hunger.

Thornberry Animal Sanctuary

Animal rescue centre in South Yorkshire caring for dogs, cats, horses, rabbits and more.

RSPCA Doncaster

Local branch of the RSPCA rehabilitating and rehoming animals in the area that are in need of help.

Mayflower Sanctuary

A rescue and rehoming centre for dogs and cats near Rudie's Kitchen.

CodeBar

A charity that facilitates the growth of a diverse tech community by running free regular programming workshops for minority groups in tech.

Sheffield One World Choir

A community choir for asylum seekers and refugees in Sheffield.

ISPCA

An animal welfare charity in Ireland specialising in rescue, animal welfare and preventing animal cruelty.

Wicklow Animal Welfare

A charity dedicated to rescuing, rehabilitating, and rehoming dogs, cats, and horses from all over the Wicklow county and beyond.

Louth SPCA

Animal rescue service that deals with cruelty and rehoming of animals.

Deel Sighthound Rescue

Animal welfare charity focusing on rescue, rehabilitation and rehoming of sighthounds in need.

Netherlands and Belgium

Koninklijke Hondenbescherming (KHB) dog charity

The Dutch Royal Association for the Protection of Dogs.

Dierenasiel animal shelter in Ghent in Belgium

Animal shelter in Ghent that gives abandoned dogs and cats the chance of a new home.

Poland

Nowy Dwór Mazowiecki animal rescue and rehoming centre

Rescue and rehoming centres for dogs and cats just outside of Warsaw.

Rasowy Kundel Foundation dog sterilisation program

Polish foundation working to eliminate the problem of animal homelessness in Poland.

Łowicz Animal Shelter

Rescue and rehoming centre for dogs and cats in Łowicz between Warsaw and Łódź.

Zabrze Animal Shelter

Rescue and rehoming centre for dogs and cats in Zabrze where our new Sam's Kitchen is being built.

Germany

Berliner Tiertafel

Charity keeping people and their pets together during times of financial hardship.

Marro

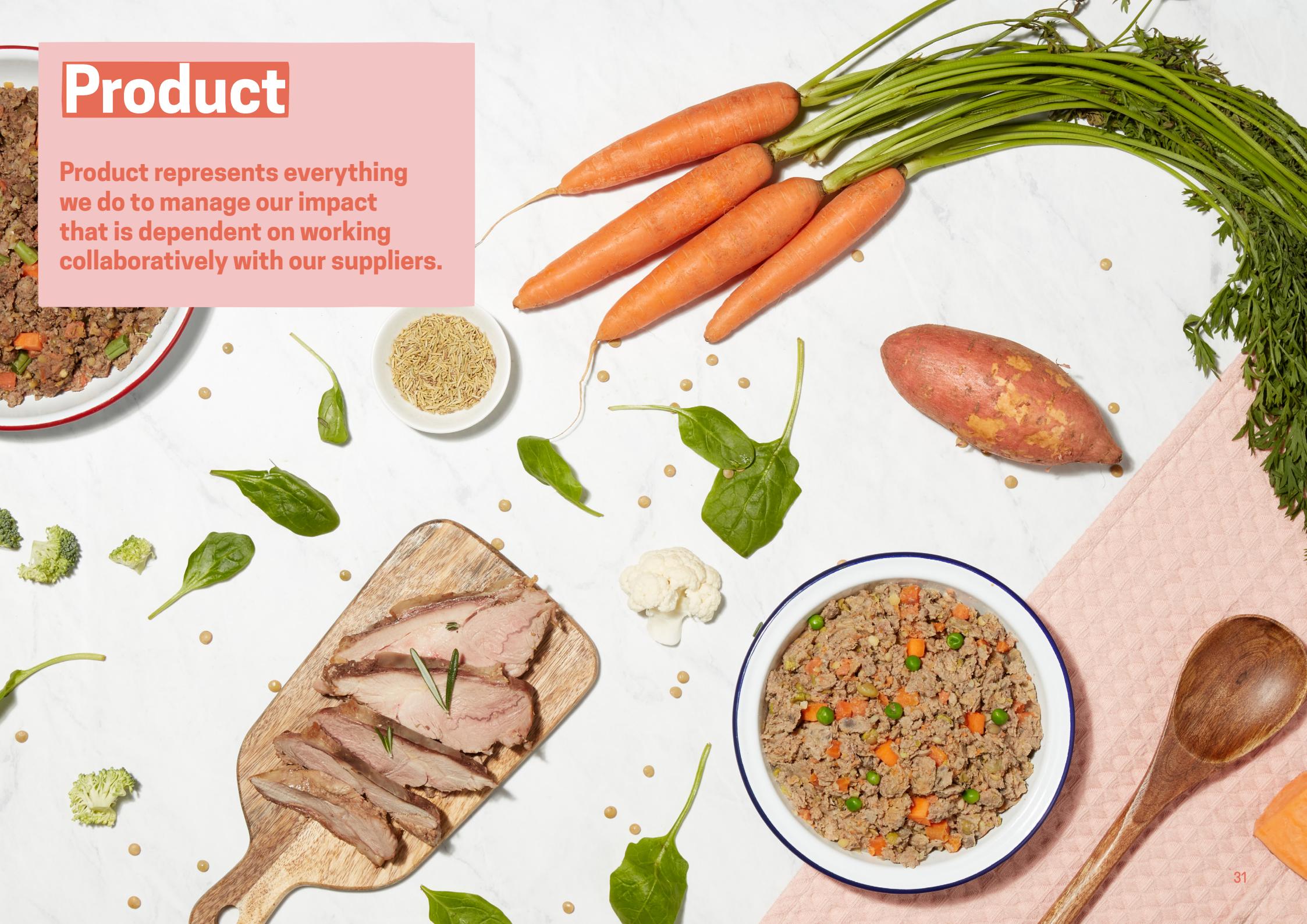
Mayhew

Animal welfare charity working to improve life for cats, dogs and the people in their community in London and internationally.



Product

Product represents everything we do to manage our impact that is dependent on working collaboratively with our suppliers.



Responsible sourcing

For us, responsible sourcing is exactly what it says on the tin, or in our case, pouch. It means working with suppliers who care about their environmental impact and who uphold strong ethical and human rights standards - just like we do.

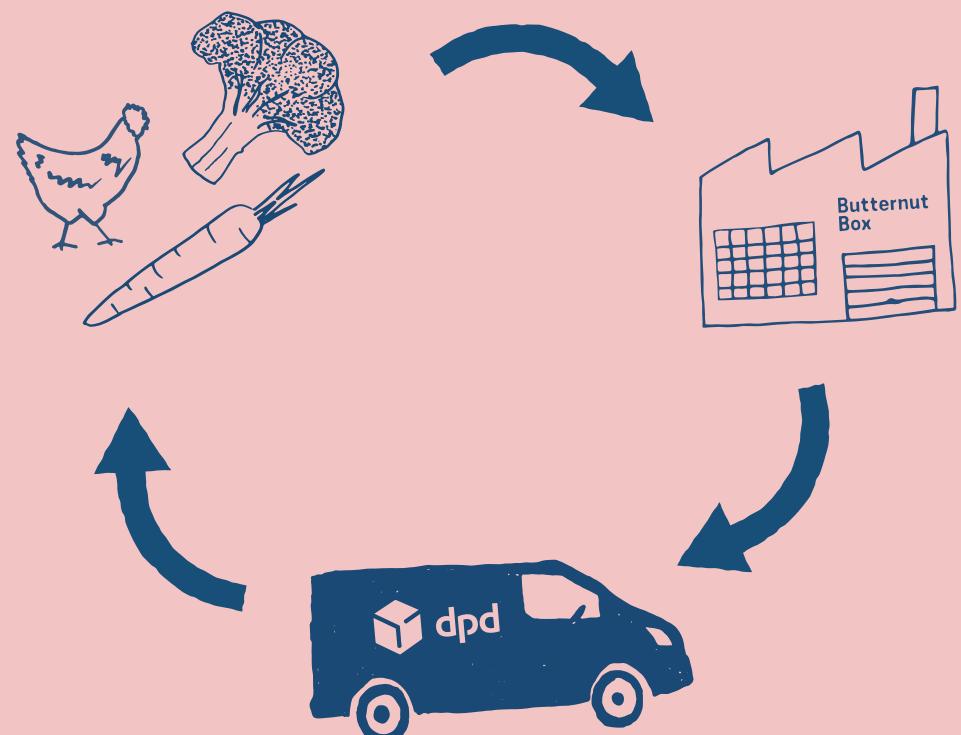
But we know this isn't something we can achieve alone. It takes collaboration, trust and ongoing partnerships with our suppliers.

At the end of 2023, we joined forces with Sedex, a platform that helps businesses like ours manage and improve social and environmental sustainability across supply chains. Throughout 2024, we integrated Sedex into our supplier governance processes, making it a key part of how we onboard new suppliers and manage existing ones.

We set ourselves a bold target: to get 80% of our ingredient, packaging and additional product suppliers linked to us on the platform by the end of the year.

We didn't just hit that. We exceeded it.

By year end, 94% of our suppliers were linked to us on Sedex. A big step forward and a reflection of our value to always #StriveForBetter.





When Sedex launched a new Environmental Assessment Questionnaire, we jumped at the chance to start gathering more data on key issues like water use, biodiversity and deforestation. This has helped us start building a clearer picture of our supply chain's environmental impact.

And our progress hasn't stopped there. We've taken other meaningful steps to improve sustainability across both our upstream and downstream supply chain:

We partnered with an independent, women-owned and women-led supplier to make our biscuits. Based in Blackpool, this partnership supports good jobs in an under-resourced area.

Through DPD UK - our largest delivery partner - we reduced downstream emissions. In 2024, 32% of their UK fleet was electric, helping us avoid more than 109,000 kg of CO₂e emissions from deliveries. That's a 60% improvement on 2023.

Kicking off a review of animal welfare standards across our supply chain to understand where we can do better. Then to use what we have learnt to launch a new policy next year that better reflects our values and commitments to ethical sourcing and raises the bar for all.

Packaging

We are constantly working with our suppliers to ensure all our packaging is recyclable at home, or through in store recycling schemes.

Whether that be FSC sourced cardboard boxes, toppers and leaflets or using LDPE plastic for our treats, extras and ice packs. This even includes our Woolcool insulation, that can be either:

- Recycled at home - The MDPE plastic can be recycled through soft plastic recycling schemes and the 100% pure wool inner can be popped into home compost bins.
- Upcycled - In literally anyway you can think of, whether that be in the garden, filling for pillows or soft toys, or even used as dry wall insulation that one of our Belgium customers decided to use it for - genius or genie (if you are in Belgium).
- Returned to Woolcool - And for all our UK customers, we provide free returns on our website so that it can be cleaned and reused to make even more Woolcool insulation.

“We are avid fans of your product, and our dog is super happy to consume your edibles since she was born, for the past 1.5 years. Over the months, we collected the sheep wool insulation (80 weeks / 2 sheets per box = 160 sheets of sheep wool insulation). Last weekend we had a wall constructed in our home and we used all of this wool for the insulation between the dry wall layers to get good sound and temperature insulation. Works great! No smell! Contractor loved the idea too! Here's some photos! Looking forward to building our next wall with Butternut Insulation!”



Our pouches

For the past few years, we have been working closely with our suppliers to come up with a recyclable packaging for our pouches. This has involved extensive testing of different materials and in 2023, the addition of a dedicated packaging technologist to our team to focus on this.

And the reason why it has taken so much time is that we need to find a plastic that is not only widely recyclable but can also withstand our unique cooking and freezing process.

But we are excited to share that in 2024, we started to see really promising results with a new type of recyclable film that if successful, will be able to be recycled alongside other flexible films at major supermarkets. We are optimistic that this breakthrough will allow us to transition over to this new packaging in 2025, starting with our **Marro Fresh Cat food brand** and then expanding it to our **Butternut** and **PsiBufet** brands.



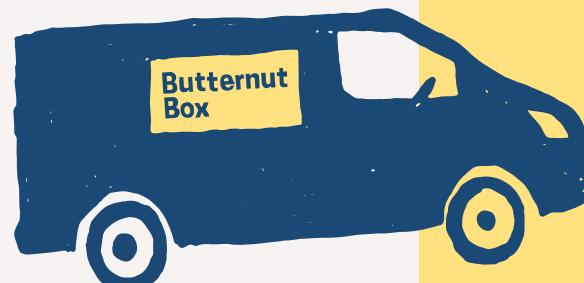
Reduced packaging

We are also always working on lots of ways to cut down on the amount of packaging we use and other improvements like reducing transportation miles, all helping to lower our carbon footprint and the waste our customers have to dispose of.

- We reduced the thickness of our meal film used in the bottom of our pouches by **20%**, reducing plastic use by **12%**, or a whopping **68 tonnes a year**. Two nice bonuses of this were also removing 3 full truck deliveries from our supplier, **saving 3500 road miles**, as well as speeding up the packaging of our meals by reducing reel changeovers, that also makes us more energy-efficient. Win-win!
- We have redesigned our ice packs from a 4 pillow format to a single, larger pillow - delivering the same volume of water and thermal performance, but with **10% less plastic**. This change **reduces** the amount of **plastic by 3 tonnes annually**, while still ensuring our meals arrive frozen and fresh at our customers' doors.

Reducing packaging transport miles

- We kicked off a project to remove cardboard cartons from our frozen vegetables **saving 18.5 tonnes** of cardboard waste and over **15 tonnes of CO₂e emissions**. And we are just getting started as we expect to save around **130 tonnes** of cardboard in 2025 based on current production forecasts.
- We continued to increase our supply of unpackaged protein blocks by **8%**, so now **82%** of our protein is delivered without any packaging at all, or for those in the know what we call '**naked**'.
- We increased the amount of top film on a reel for our more popular recipes from **700 to 850 metres**, reducing the number of reels changeovers and core waste but also pallets used saving us road miles and associated transport emissions.



Nutrition

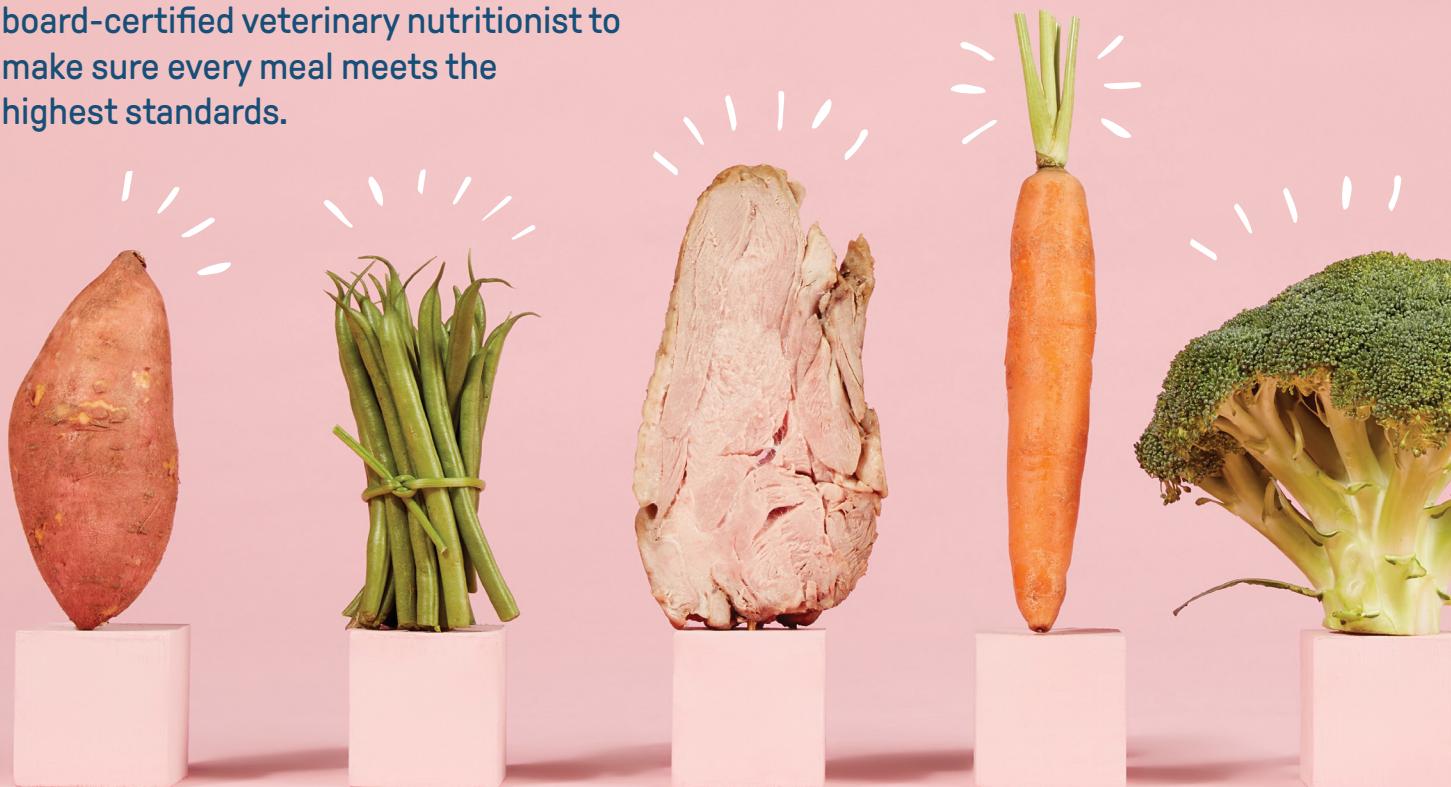
We are committed to providing complete and balanced pet food for all life stages, ensuring every meal supports a pet's health and happiness.
Whole ingredients, gently cooked, for optimal nutrition.

Our Fresh meals skip the excessive processing. We use whole, minimally processed ingredients that are gently cooked at 90°C. That means more nutrients stay in, and more goodness goes into every bowl.

All our ingredients are human-quality, by that we mean ingredients sourced from the human food supply chain. Once in our kitchen, they can't be used in human food anymore, but they retain their quality from sourcing, giving us full traceability and peace of mind for the people feeding our food. We keep our labels just as honest-clear, simple and free from surprises.

Our 11 Butternut recipes and 5 Marro recipes are developed by qualified pet food formulators in line with FEDIAF nutritional guidelines. They're monitored through independent labs as part of a robust nutritional plan, and reviewed by a board-certified veterinary nutritionist to make sure every meal meets the highest standards.

And because we believe our pets should have a say too, we taste-test any recipe tweaks with real customers and their companions. If it's not as good as or better than what we already serve, it doesn't make the cut.



2024 Product launches

Refreshing customer favourites and investing in our recipes

In 2024, we improved and reintroduced four of our treat lines: Sausies, Nutty & Nice (formerly Barkisan Bites), Training Treats and Golden Oaties (formerly Baked Biscuits). These additions brought more variety to the range, with new textures, more meat-free options and even more ways to support different needs and tastes.

Nutty & Nice and Golden Oaties are both vegetarian, made with **fibre-rich oats** and crowd-pleasing flavours like peanut butter and cheese. Our meat-based treats have also had a refresh, focusing on proteins with a **lower carbon footprint** to balance taste with sustainability.

Building on our 2023 health and wellness range, we launched a high omega-3 fish oil. Studies show omega-3 is one of the best ways to **support heart health, cognitive function and joint care**. We also upgraded our Good for Guts product by adding **fibre-rich pumpkin** and a more effective prebiotic for **better digestive support**.

It wasn't just treats getting the love. We also made a few tasty improvements to our Fresh meals. That included adding **vitamin-rich yeast** across the range, increasing the pork trim in our pork-based recipes and enhancing the liver content in our Duo recipe to support both **flavour and nutrition**.

We also added more joy to the customer experience. From festive advent calendars and gifting across brands, to a refreshed **"tastemaker"** experience with new packaging, improved info and thoughtful annual gifting. Small touches that make a big difference.



Research

The science behind our Fresh take on dog food

We revamped our Research Hub to highlight the science behind Fresh Food, showcasing our commitment to research and supporting both customers and professionals in making informed decisions about pet nutrition. The site now features our latest research findings across gut, skin and coat, weight management and digestibility.

Additionally, we developed a Vet Handbook that not only presents our research but also details the nutritional profiles of our products, their suitability for various health conditions, and the rationale behind our recommendations for health concerns such as pancreatitis.

In June 2024, we received a Knowledge Transfer Partnership grant for a 33-month research study in collaboration with the University of Surrey. This study aims to conduct groundbreaking research demonstrating that feeding dogs Fresh food results in better health outcomes than ultra-processed alternatives, leading to happier and healthier pets.

Fresh appeals to fussier breeds

45% of customers who turn to Butternut consider their dogs 'fussy' or 'very fussy' and daily customer reviews suggest Butternut diets are being devoured by dogs who reject other foods. So we teamed up with the Clinical Animal Behaviour department at Edinburgh University to learn more.

Together, we analysed the eating behaviours of over 610,000 dogs and set out to see whether there's a significant correlation between breed and fussiness.

Here are a few standout discoveries:

- Labradors are **less fussy** than non-Labradors (surprise, surprise) - **15.3% less fussy**, in fact.
- Poodles and Poodle-mix breed dogs (Cockapoos, Cavapoos, Yorkipoos etc) are **12.7% fussier** breeds than non Poodle breeds.
- Poodles are fussy no matter which country they come from. But Poodles from Belgium are the **fuzziest of all**, and Poodles from the Netherlands are the least fussy.

These findings challenge the idea that fussy eating is a learned behaviour, suggesting a potential genetic predisposition.

To support owners of fussy eaters, we developed a 10-point plan to help them manage their dogs' eating habits. When combined with our Fresh meals' taste and variety, this plan sets them up for success.



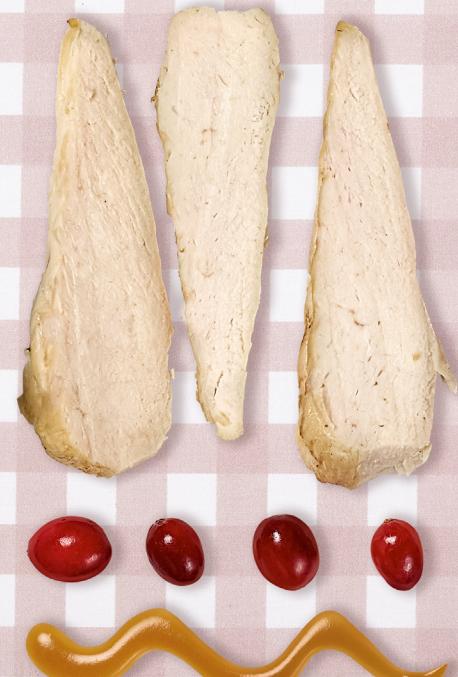
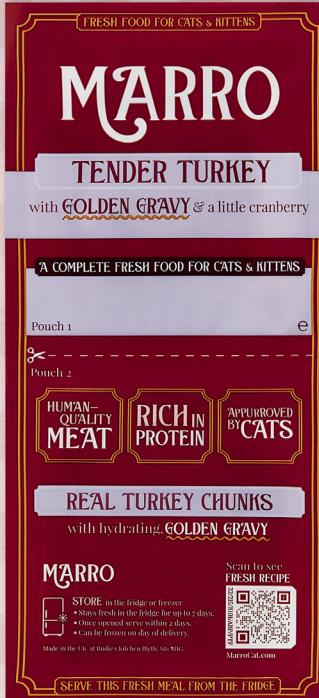
10-point plan for fussy eaters



Marro

The launch of Fresh for cats

We introduced **five new complete and balanced fresh meals**, nutritionally designed for the carnivorous needs of cats. They include **high amounts of meat**, tailored **vitamins and minerals**, and functional ingredients such as **pre-biotic fibres** and cranberries to **support digestive health**. The meals also feature real meat or fish chunks and a golden gravy to enhance taste and hydration. Our Fresh meals with gravy are a first-to-market innovation, setting a new standard in Fresh cat food.



What's next?

Environment

Carbon Footprint

- Cut energy use from day one at our new Poland Kitchen by:
 - Installing an advanced heat recovery system to heat boiler water to 70°C.
 - Using more efficient steam ovens.
 - Purchasing 100% renewable electricity through energy certificates.
- Start generating renewable energy at Ace's Pantry with rooftop solar panels.
- Reduce carbon footprint from our ingredients by launching lower carbon meals in new markets and adjusting red meat recipes in some of our existing ones.
- Transition our carbon accounting to Sweep to improve our ability to decarbonise through more accurate and powerful tracking.
- Remove more unnecessary packaging, including cardboard cartons from frozen veg and protein.
- Roll out non-destructive temperature testing at Rudie's to reduce food waste.

Circular Economy

- Begin transitioning to a fully recyclable pouch film, starting with Marro. Expansion to Butternut and PsiBufet planned for 2026.
- Increase recycling across the board by:
 - Adding new balers in UK production and fulfilment.
 - Launching operations in Poland with waste management partners in place.
- Use 100% recyclable insulation for all boxes packed in Poland.



Governance

- Further integrate Sedex's new Environmental Assessment Questionnaire into all supplier onboarding and governance.
- Launch a new animal welfare policy based on review of animal welfare standards across our full supply chain, setting higher standards that better reflect our values.

Squad

- Launch Sam's Kitchen in Poland with a team that lives our values and shares our mission.
- Strengthen connection across markets with more cross-team opportunities.
- Launch a new management training programme to support inclusive, high-performing teams.
- Continue investing in career progression, feedback and clear growth pathways for our entire squad.
- Introduce a cycle to work scheme for our Belgium squad.

Community

- Continue to grow donations in line with business growth.
- Continue expanding our network of charity partners in every location.



Customers

- Relaunch Chicken Tenders and refresh our health and wellness range, making it easier to distinguish functional products from treats.
- Improve product pages to better explain benefits across the range.
- Expand our cat food range with lower carbon meat and fish recipes, giving customers more variety and therefore choice.
- Publish research in scientific journals to help advance public understanding of Fresh food and its health benefits.

**Because you,
the planet, and
pets deserve better.**

Follow our progress and p-updates on our social platforms.

