

**Butternut
Box.**

Impact Report

2025



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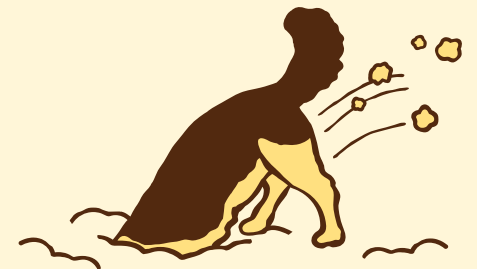
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At Butternut, our impact is embedded in the decisions our teams make every day across the business. It's also why we remain proud members of the B Corp community. We are part of a global movement of purpose-led businesses that believe people and planet should matter just as much as profit.

In fact, one of our proudest achievements in 2025 was re-certifying as a B Corp. We managed to increase our score across all five impact areas compared with when we first certified back in 2022. What makes this even more meaningful is that we achieved this while continuing to grow. Our squad has nearly tripled in size, our presence has expanded from three to seven markets, and we have welcomed additional brands into our family.

After years of collaboration with our suppliers, we took a big step forward on our packaging journey. We successfully transitioned our Marro fresh cat food range to a new recyclable pouch film. This can be recycled alongside other flexible plastics at major supermarkets, bringing us closer to our goal of making all our packaging recyclable.

The investments we made in heat recovery technology and more efficient steam ovens in earlier years continued to deliver improvements in gas efficiency. We also took this a step further when building Sam's Kitchen, our new site in Poland, by installing an energy-efficient steam generator. This helped to build energy efficiency into Sam's from day one.

Reducing food waste remained another key focus. Through operational improvements, including a new weighing and reporting system on our production line and a scanning-based stock management system, we've significantly improved our visibility and control. This ensures ingredients are used on a first-in, first-out basis, which helps to minimise waste.

We also successfully moved our carbon calculation and reporting from spreadsheets into Sweep. This is a dedicated carbon accounting platform giving us a more accurate and reliable way to measure, manage, and reduce our emissions.

As we expanded into new countries and progressed with Sam's Kitchen, we also continued investing in our people. In 2025, we reduced our gender pay gap to -3.4%, down from -12.4% in 2024, moving us closer to greater gender equity across our squad.

We also continued to grow our charitable impact, increasing our donations by 26% and deepening our strategic partnership with Dogs Trust. Together, we're helping to eliminate rabies in Thailand's Chonburi province and improve outcomes for animals and communities alike.

As B Lab evolves, so must we. Looking ahead to 2026, we're excited to align with and re-certify against B Lab's new standards, which will raise the bar for business impact and strengthen the credibility of the certification. By embracing these higher expectations, we can stay ahead of a rapidly changing regulatory landscape while continuing to create meaningful, lasting impact for people, planet and pets.

Kev & Dave, co-founders.





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

Our purpose

At the heart of what we do is one simple mission. We aim to bring health and happiness to dogs, cats, and their humans everywhere. That means delivering fresh, personally-portioned meals made with high-quality ingredients, backed by veterinary and nutritional expertise.

But we know that building a trusted global brand for the long term means doing more than making great pet food. It means caring for our planet, supporting our people, and giving back to the communities we are part of.

These principles guide the decisions we make every day and for the future. They shape everything from how we create new products and grow into new markets, to the way we invest in energy efficiency, reduce waste, and support a more circular economy. This directly influences the policies, practices, and targets we set across our entire business. By setting meaningful goals, which are reviewed by our Board each year, and establishing clear indicators to track our progress against them, we continue to ensure our impact matches our ambition.

Our values

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

These values are directly linked to how we manage our impact. They ensure that as we grow, we do it in a way that reduces our environmental footprint and makes a positive difference to people, pups, and cats alike.

Dedicated and determined
Open and honest
Genuine care
Strive for better

All for the love of DOGS



2025 highlights



Launched **recyclable**
pouch film for Marro,
our Fresh Cat food



18.5% reduction
in food waste per kg
produced



100.3 B Corp
recertification score, up
17.7 points since 2022



Built **Sam's Kitchen**,
our new Polish site



-3.4% mean gender
pay gap in the UK
[\(*Full report here*\)](#)



1,950 volunteer
hours contributed by
our team



96% engagement score
for the first Leadership Labs
manager cohort



17.5% reduction in
CO₂e emissions from
gas per kg produced



100+ new squad
members hired and
onboarded for Sam's Kitchen



Launched first Animal
Welfare Policy



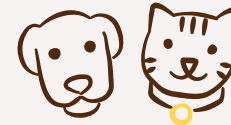
£300,000+ donated
to our charity partners



Achieved **AA** grade
in BRCGS Food
Safety certification



91% of waste diverted
from landfill, with 3,100+
tonnes recycled or
converted to biogas



100,000 meals
donated to dogs and cats in
need



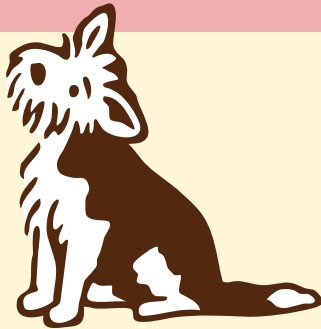
Launched a Menopause
Policy and Awareness &
Support Hub

What it means to be a B Corp

We first certified as a B Corp in 2022 and recently re-certified in August 2025. This was a massive milestone for our squad, especially as we managed to **score 100.3**. That is a 17.7-point improvement on our very first assessment.

But what does being a B Corp really mean to us at Butternut?

It means being part of a global community of purpose-led businesses that believe people and the planet matter just as much as profit.



To achieve this, we underwent a rigorous assessment that evaluated how we manage our impact across our entire business.

The assessment looked at:

- ✓ Our impact on the environment.
- ✓ How we support our squad.
- ✓ The ways we show up for our communities.
- ✓ How we deliver for our customers.

Being part of this network connects us with like-minded organisations committed to doing things the right way, even when it is not the easiest route. It gives us a space to learn from each other, share ideas, and collaborate to create meaningful change.

Raising the bar for 2026

Like any progressive framework, B Lab evolves to keep pushing businesses forward. They are introducing a new set of standards and an updated assessment model to ensure the global economy works better for everyone.

High Expectations

B Lab is moving away from points-based scoring. Instead, businesses must meet strict minimum standards across seven core impact topics.

Total Credibility

All future certifications will be verified by independent, third-party assurance providers to strengthen trust.

Evolving for the Future

The new framework aligns closely with global regulations, helping businesses stay ahead of emerging risks while continuing to drive real impact.

How we manage our impact

Planet

Energy



Gas
Electricity
Operational
Carbon

Water



Inbound
Effluent

Waste



General Waste
Food Waste

Product Carbon Footprint



Ingredients
Packaging
Transport

People

Squad



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

Charity



Volunteering
Donations

Customers



Communication
Education

Product

Responsible Sourcing



Environment Social
& Governance
Animal Welfare

Packaging



Reduce
Recycle
Reuse

Nutrition



Ingredients
Cooking process
Feeding Guidelines
Research

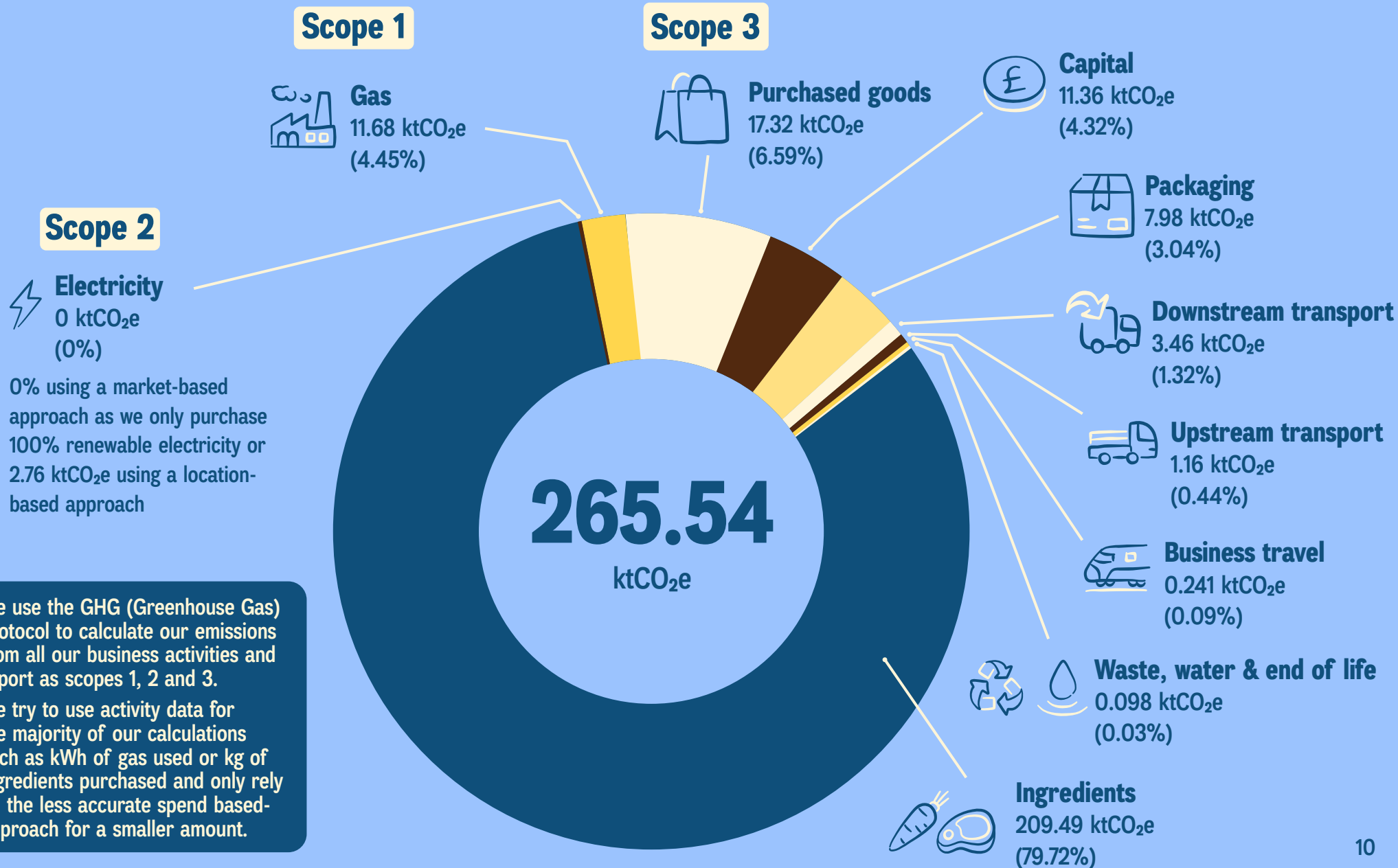
B Corp

Planet

Our Planet pillar is about all the ways we manage our impact on the environment. This includes tracking the carbon emissions from our own energy usage, as well as from our supply chain and deliveries. It also means keeping a close eye on how much water we use and what we do with our waste.



Business carbon footprint



Product carbon footprint

Mapping a meal's journey

As well as measuring the carbon footprint of our entire business, we calculate the footprint of every single recipe we make. That means tracking emissions at every stage of a meal's journey. We look at everything from the farms where our ingredients are grown and reared, through production and packaging, right down to how the empty pouch is disposed of.

The only part we don't currently include is the energy used to freeze and store our meals at home, simply because there isn't enough reliable data to measure that accurately yet.

Why we measure

Calculating these footprints helps us make smarter choices across product development, sourcing, and operations. It allows us to set meaningful targets and track our progress in a clear, consistent way.

Farming solutions

Unsurprisingly, our recipes with the highest carbon footprints are those with red meat, especially beef. The good news is that many of our suppliers are working with some brilliant farmers who are proving that farming can be part of the solution. They are helping soils capture and lock away more carbon while creating healthier habitats for wildlife at the same time.

In turn, these healthier habitats create more space for insects, birds, and vital pollinators like bees and butterflies to thrive. Healthier soils help the land withstand pests and extreme weather like droughts and floods.



Alongside supporting these improvements in our supply chain, we are taking direct action ourselves.

Recipe adjustments

We have reduced the proportion of red meat in our recipes in the Netherlands and Belgium from 60% to 50%.

Low-Carbon innovation

We have launched lower-carbon recipes in Germany, including our lowest-carbon veggie meal yet.

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.



**Butternut
Box.**



Gas

The investments we made in energy-efficient technology during 2024 really paid off in 2025. We improved our gas efficiency and Scope 1 emissions by 17.5% per kilogram of food produced, beating our original target of 10%.

Rudie's Kitchen upgrades

We upgraded to more energy-efficient steam ovens on two new production lines.

Heat recovery systems

We installed the first stage of a heat recovery system at Ace's Pantry, our fulfilment centre. This captures waste heat from our freezers and reuses it to help heat water for our boilers at Rudie's Kitchen.

We have also gone a step further at our new Sam's Kitchen site in Poland by installing a state-of-the-art steam generator instead of a traditional boiler. Rather than storing large amounts of hot, pressurised water, it heats water as it moves through the system, producing steam quickly and efficiently. That means we use less energy, create less wastewater, and enjoy a safer way of doing things. It all helps us lower our environmental impact while keeping our kitchen running smoothly.

Our gas efficiency progress

2025 target: 10% reduction per kilogram of food produced.

2025 achievement: 17.5% reduction per kilogram of food produced.



Electricity

Even though we purchase 100% renewable electricity through energy certificates, we're still always looking for ways to use less. That's because the electricity flowing through the National Grid still comes from a mix of renewable and fossil fuel sources.

In 2025, we managed to edge past our electricity target by a whisker, achieving a **3.7% reduction per kilo of food produced** against our target of 3%. This was a great win considering our electricity usage did its usual thing throughout the year. It climbed during the hotter summer months and eased off in winter, making year-on-year reductions harder to achieve.

And we're not stopping there. Next year we will be installing solar panels on the roof of Ace's Pantry. This will allow us to generate some of our own clean electricity on-site, reducing our reliance on the National Grid and increasing the UK's renewable energy capacity.

Our electricity progress

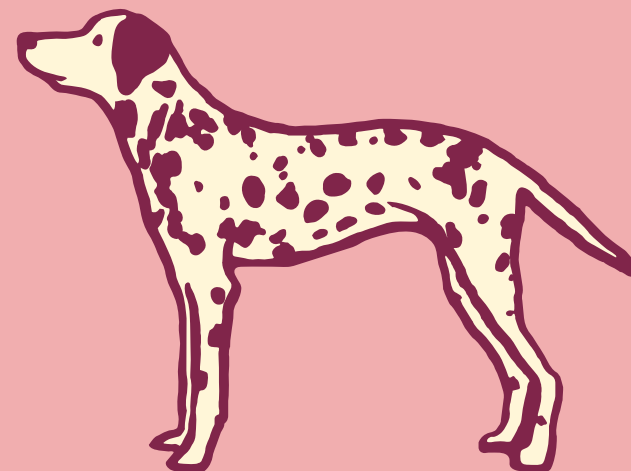
2025 target: 3% reduction per kilogram of food produced

2025 achievement: 3.7% reduction per kilogram of food produced.



CCA

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



Waste

We have been a zero waste to landfill site since we opened the doors of our operations facility, Rudie's Kitchen back in 2021.

But we know that being part of a circular economy is also about **conserving resources** and **reducing emissions**. That's why we're continually looking for ways to generate less waste in the first place and increase the amount we recycle.



Reducing food waste

Even though all of our food waste is sent for anaerobic digestion to be turned into biogas and fertiliser, it still comes with a carbon and a financial cost. That's why reducing the amount of waste we generate in the first place is still important to us.

The year 2025 was a standout one. We achieved an **18.5% reduction in food waste per kilogram of food produced**, comfortably beating our target of 10%.

Our progress was not down to one big change, but rather lots of small improvements across both our production and warehouse operations.

Better visibility

We introduced new weighing and reporting systems at key points along our production lines, giving our teams a much clearer look at exactly where waste occurs.

Stock management

We rolled out a new scanning system to improve stock control, ensuring our ingredients are always used on a first-in, first-out basis.

Tech on the line

We implemented an AI-powered vision system that automatically flags defective pouches before they reach the steam-cooking stage, preventing unnecessary waste.

Supplier Quality Controls

We strengthened our processes for managing substandard raw materials, helping us catch supply issues earlier and cut down on avoidable waste.

Together, these adjustments have helped us make much better use of our high-quality ingredients. It means we are reducing waste and getting more fresh meals onto our customers' doorsteps instead of into the waste stream.

Increasing Recycling



By the end of 2025, 91% of our total waste **over 3,100 tonnes** was either recycled or converted into biogas.

This was all thanks to:

- ✓ Adding new balers to both the production and fulfilment areas of Rudie's Kitchen.
- ✓ All the new recycling partnerships that were kicked off in 2024 allowed us to recycle even more materials, including the large plastic containers from our liquid ingredients.
- ✓ But maybe most importantly, recycling now truly being second nature to the squad at Rudie's and Ace's.



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.



Our squad

Our squad consists of more than 1,000 people working across the UK and Europe. The mission has always been simple, which is to make Butternut the best place you have ever worked. In 2025, we stayed true to this by nurturing a culture where everyone can belong, succeed, and have a laugh along the way.

The business scaled up significantly over the last twelve months. We opened Sam's Kitchen, our new kitchen and fulfilment centre in Poland, and expanded into new markets.

Germany

Following our launch in 2024, the team has gone from strength to strength, building a close-knit group deeply connected to the mission. This was highlighted by an outstanding +100 eNPS result in May 2025.

Czechia & Italy

We supported our expansion into Czechia by working with our team in Warsaw. We also hired our initial team in Italy ahead of our launch in January 2026.

With Butternut growing so quickly, it was vital that our squad kept pace with these major milestones. Our focus has been on three key areas.

- ✓ Creating meaningful opportunities for individual development.
- ✓ Celebrating our collective wins.
- ✓ Ensuring everything we do is fair and inclusive.



Growing together

We want Butternut Box to be a place where our humans can thrive just as much as our dogs. Here is how we are helping our squad grow and develop:

The Talent Barkademy

We designed this specifically to fast-track our high-potential talent. We ran the second cohort of this programme in 2025, with 21 graduates and a 99% engagement score, and continued to see strong demand for the programme.

Operational Excellence

At our UK operational site, we have introduced dedicated Team Leader programmes and delivered four Manager Framework sessions as committed.

Mental Health First Aid

We have invested in specialist training to ensure that support and empathy are always part of our culture.

Lead the Way

This bespoke training is focused on our future leaders, helping them find their feet before they take the next big step in their careers.

Career Progression

Fifty squad members at our UK operational site progressed in their careers this year.

Total Wellbeing via Telus Health

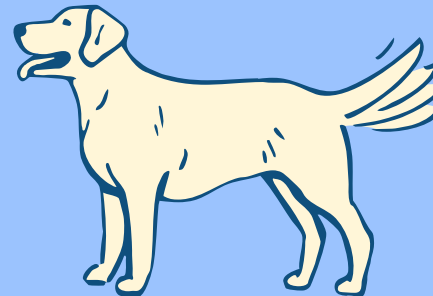
Our Employee Assistance Programme (EAP) provides confidential support for mental, physical, and financial health. Because a happy squad makes for happy dogs.

Leadership Labs

These newly-launched labs for our Step 4 & 5 managers provide a space to sharpen their skills and tackle more complex challenges, with the first cohort achieving 96% engagement.

Butternut Bound

We believe the best ideas happen when we are together. This funded travel initiative helps our squad connect across different markets for development and collaboration.



We are proud of our squad members who do great work for our customers, consistently strive for better and contribute towards making Butternut Box a great place to work. We recognise that, as a business, we have experienced a great deal of growth & change. It can often require periods of intense work and focus. With this in mind, we provide the following benefits to all squad members.

Paws Days

Additional leave days provided to squad members to focus entirely on wellbeing, learning, or development.

Sabbatical Policy

An opportunity for squad members who have been with us for over five years to take an extended break to rejuvenate, pursue personal interests, and engage in activities that promote personal and professional growth.

Diversity, equity and inclusion

Building a diverse and inclusive environment is not a one-off task. We continue to listen to our squad to ensure everyone feels they belong.

We cultivate a respectful workplace and offer annual Anti-Bullying and Anti-Harassment training. Our engaging lunch-and-learn sessions explore a wide range of topics, fostering inclusivity and teamwork, and we also support initiatives like Codebar.



Inclusion

79% of our squad feel included at Butternut, a figure we have maintained even as our headcount grew by more than 20%.

Menopause policy

This was launched in 2025 to cover adjustments that can be made to ensure people feel supported at work, as well as a Menopause Awareness & Support Hub.

Authenticity

83% of the squad feel they can be their authentic self at work.

Representation

45% of our squad identify as female and 51% as male, with the remaining 4% identifying as non-binary or unspecified. 53% of our managers identify as female, up from 50% in 2024.

Inclusive hiring

We actively recruit diverse talent, aiming for 40% diversity in first interviews, and have implemented Metaview to gain more insights into our interviewing and identify where our biases might be. We have also refreshed our interviewer training and implemented more structured hiring processes across all locations.

Gender pay gap 2025

We achieved gender pay equality at the median and reduced the mean gap to just -3.4%, moving significantly closer to neutrality from the -12.4% gap we saw in 2024.

Impactful moments

We celebrated various events throughout the year, with our squad identifying Mental Health Awareness as the most impactful initiative of 2025.

Community & celebration

Celebrating our wins, both big and small, is a fundamental part of our culture. We are continuously evolving, but taking time to appreciate how far we've come is essential.

Here is what our squad accomplished in 2025:

Top-tier food safety

Rudie's Kitchen and Ace's Pantry secured an AA grade from the BRCGS Food Safety certification audits. This upholds our top score from last year and highlights our commitment to excellent quality.

Sam's Kitchen expansion

Supported the opening of Sam's Kitchen in Zabrze, the Silesian region of Poland, hiring and onboarding over 100 new squad members in 2025, ready for operational launch in January 2026.

Leadership and feedback

Refined our feedback cycle in line with the high-performance framework and introduced critical roles for succession planning, with further improvements planned into 2026.

Matched funding launched

We introduced Charity Matched Funding, matching up to £250 per person each year to support the registered charities our squad cares about most.

Squad engagement

Engagement and connection remained strong, with squad members from all locations travelling to attend the annual Great Butternut Get Together.

Record volunteering

Achieved our highest-ever volunteering participation, clocking 1950 hours against our original target of 1720 hours.

Looking ahead

Our goal is to ensure everyone at Butternut Box feels that they belong and have the room to grow. Moving into 2026, this includes reviewing our benefits, improving internal mobility, and creating clearer development opportunities. To keep ourselves accountable, we will continue using annual DE&I and engagement surveys to gather the data that helps us plan for the future.



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 are proud of the strong relationships we have built with our charity partners and local communities. Whether it is 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

For every new customer and each Butternut Box Advent Calendar sold, we donate the value of a meal, or an actual meal, to a dog in need. We also regularly donate any unsold surplus stock to our animal charity partners. And because our mission includes humans too, we also donated to local food banks in the UK, volunteered at a food bank in Amsterdam and held a charity football match to raise funds and awareness for the men's mental health charity Andy's Man Club.



In 2025, we donated just over £300,000 to charity. This included 100,000 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."

Each of our brands and locations chooses charity partners that align with our charity mission. Our support to our charity partners also includes helping fund projects that align with our purpose, such as the purchase of freezers, or building new kennels and play areas to improve the lives of the dogs and cats that are in their care.

Dogs Trust

In 2024, we ensured that our charitable impact grows alongside us by entering into a 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 committed to supporting a major two year initiative in the Chonburi province in Thailand. Chonburi has historically faced high rates of canine rabies, making it a critical area for dog welfare and public health.

Through this collaboration, Dogs Trust works alongside Thai-based charity, Soi Dog Foundation, supporting the wider initiative. Together, they are enabling a massive catch, neuter, vaccinate and return programme to stabilise the street dog population and eliminate rabies. Our partnership funding supports a crucial portion of this wider work, helping to enable the vaccination and sterilisation of up to 40,000 dogs over two years.

Across the project as a whole, significant progress has been made. During 2025 alone, 17,595 dogs were sterilised and vaccinated contributing to a total of 26,484 dogs reached since July 2024. The mobile clinic teams have achieved exceptional sterilisation coverage across the region, reaching an average of 97.2% across Bo Thong district and 95.3% across the 18 sub-districts of Mueang Chonburi.

Regular hotspot surveys are tracking the real-world impact of this work on the ground.

The numbers show that the project is working:

Declining Rabies Cases:

Recorded animal rabies cases in Chonburi fell to twelve in 2025, down from 30 cases in 2024. We have seen a 100% reduction in canine rabies cases in the Si Racha and Sattahip districts since 2022.

Better Health and Welfare:

The number of thin or emaciated dogs has dropped across all districts since our baseline surveys began, reflecting a healthier and more stable community population.

Reduced Breeding Activity:

Street surveys show a clear reduction in the percentage of puppies across nearly all tracked districts, including a consistent downward trend in Bang Lamung and Ko Chan.

Essential Medical Care:

Beyond standard vaccinations and sterilisations, the mobile teams provided 370 life-saving treatments for wounds and minor surgeries over the course of the year.

Our commitment to building a better world for dogs does not stop at our nutritional work. Through this international collaboration, our squad is helping to support creating a safer, healthier environment where dogs and local communities can thrive together.



Images provided by Soi Dog Foundation

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 2025, our team contributed just under 2000 hours of volunteering. Here are just a few of the highlights from across our locations:

United Kingdom

Box Office and Remote

The team returned to the Nubian Life Community Resource Centre in London. We provided the much-needed squad support to help Nubian Life deliver a joyful, memorable festive celebration, helping to tackle social isolation for 100 local seniors. We also raked the woodland sensory gardens and cleared the dog walkers' path at Foal Farm.

Rudie's and Ace's

Squad members spent time walking dogs and helping out at Thornberry Animal Sanctuary. The team also continued their regular support, donating to and volunteering at Bassetlaw Food Bank and Bassetlaw Hospital.

Ireland

Our Ireland team spent the day at Wicklow Animal Welfare, putting the new play area we sponsored through its paces alongside some of the resident puppies.

Germany

Our team in Germany rolled up their sleeves to support Berliner Tiertafel with organising their shelves, checking expiry dates and ensuring the quality of incoming donations.

Netherlands and Belgium

Our team in the Netherlands helped at KHB by cleaning the shelter, walking the dogs and maintaining and gardening the outside area. Our Belgian squad spent time at Dierenasiel Ghent, cleaning the shelter, walking the dogs and making enrichment toys like snuffle mats to keep the dogs entertained.

Poland

The PsiBufet team visited the Znajdki Foundation dog shelter just outside of Warsaw to help with walking and playing with the dogs, alongside cleaning and tidying the site to keep things running smoothly.

The Sam's Kitchen team built animal houses at the Psitul mnie Zabrze Animal Shelter.

Marro

The Marro team helped to give the cat cabins at Foal Farm a fresh lick of paint and delivered a Santa Sack of gifts to cats and kittens at The Mayhew Animal Charity.

Candid and caring
Accountable and agile
Thrive together
Stretch further



Charity partners

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.

Wild at Heart Foundation

Transforming the lives of free-roaming dogs worldwide, one dog at a time.

Bassetlaw Food Bank

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

Doncaster and Bassetlaw Teaching Hospitals Charity

Raising vital funds to help transform services and facilities for patients across Doncaster and Bassetlaw Teaching Hospitals.

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 & Ace's Pantry.

Food Works Sheffield

A Sheffield based social enterprise whose mission is to ensure food is produced and used fairly and sustainably.

Codebar

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

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.

Voedselbank (Food Bank) Amsterdam

Helps people who are temporarily unable to provide their own food by collecting food that would otherwise be thrown away.

Germany

Berliner Tiertafel

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

Marro

The Mayhew Animal Charity

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

Poland

Nowy Dwór Mazowiecki Animal Rescue and Rehoming Centre

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

Znajdki Foundation

A non-profit organisation dedicated to helping homeless animals, whose mission is to provide them with safe shelter and loving homes.

Rasowy Kundel Foundation Dog Sterilisation Programme

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.

Psitul mnie Zabrze Animal Shelter

Rescue and rehoming centre for dogs and cats in Zabrze near Sam's Kitchen.



Product

Product is all about how we work with our suppliers to manage and improve our impact. It means choosing partners who care just as much as we do, from the way our human-quality ingredients are sourced right through to how the boxes land on a customer's doorstep.



Responsible sourcing

Building strong relationships with suppliers who share our commitment to reducing their environmental footprint is a massive part of how we manage our impact. We make sure our partners uphold the same ethical and workforce standards that we expect for our own squad.

Throughout 2025, we continued to build on the work we've already done to improve transparency across our supply chain.

All of our newly onboarded suppliers joined Sedex this year, a platform that helps businesses like ours manage and improve social and environmental sustainability across supply chains. We also made it a requirement for them to complete Sedex's new environmental assessment alongside the existing ethical standards questionnaire.

This process helped us build a clearer picture of environmental impacts, including water use, waste management, and local biodiversity. With this data, we can work closely with our suppliers to make smarter, more practical changes and raise standards across the board.

At the end of 2025, we published our own animal welfare policy. This allows us to set higher standards

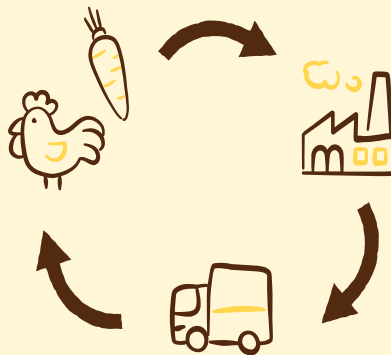
for our ingredients, ensuring our sourcing practices truly match our values and support better welfare for all animals within our supply chain.

Cleaner deliveries

Our delivery partners are also working hard to reduce their carbon footprint and clean up the air in towns and cities.

DPD UK, our largest delivery partner, and PostNL, our main partner in the Netherlands, now complete over 32% of their final-mile deliveries using all-electric vehicles. Both partners are investing heavily in the infrastructure needed to back this up, including building new charging hubs and installing smart battery systems that store locally generated solar energy.

For the trickier routes where switching to electric is not possible yet, our partners are swapping out traditional diesel for cleaner, low-emission fuels like Hydrogenated Vegetable Oil.



Packaging

We work hard to make sure as much of our packaging as possible can be recycled at home or through in-store recycling schemes. That includes using LDPE plastic for our treats, extras and ice packs, as well as FSC-certified cardboard for our boxes, toppers and leaflets.

Woolcool® insulation

Our insulation is a natural alternative to standard plastic insulation. The outer MDPE plastic wrap goes straight into soft plastic recycling schemes. The 100% pure wool liner is certified to compost completely in your home bin.

Free UK returns

For our UK customers, there is no need to throw the insulation away at all. We offer free returns on our website so that the wool can be cleaned and reused for another delivery.

Creative upcycling

If you would rather keep hold of it, there are plenty of creative ways to give it a second life around your home and garden. Search for the hashtag #LetsBoxClever on social media for upcycling inspiration. Hint: sheep's wool helps keep slugs away from your cabbages.



Our pouches

In 2025, we took a big step towards making all of our packaging recyclable. After years of working closely with our suppliers, we successfully transitioned our **Marro fresh cat food brand** to a new recyclable pouch film. This film can be recycled alongside other flexible plastics at major supermarkets, while still withstanding our unique cooking and freezing process.

This allows these pouches to be fully compatible with future kerbside systems within the UK once the UK government introduces plastic film collection under the Simpler Recycling policy. It also prepares us for upcoming European packaging regulations.

Our team is busy testing this technology for our Butternut and PsiBufet brands so we can roll it out across all our brands.



Cutting down on packaging

We are continuing to reduce the packaging on our raw materials wherever we can. This lowers our carbon footprint at every stage – from the resources needed to make the packaging in the first place, to cutting transport emissions and minimising the waste our customers have to handle at home.

We continued to remove cardboard cartons from our frozen vegetables **saving 134 tonnes** of cardboard waste. This is a sixfold increase from when we kicked the project off in 2024.

By working closely with our suppliers, we increased our supply of "naked" protein blocks by **12.51%**. Now, a massive **92.51%** are delivered without any cardboard packaging at all.

We reduced the size of our medium and large Woolcool insulation packs and lightened the weight during the colder winter months. This cuts our Woolcool® usage by **94 tonnes annually**, while ensuring our meals still arrive frozen and fresh at the door.



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.

Our fresh meals skip excessive processing. We use whole ingredients that are gently cooked at 90°C. That locks in more nutrients meaning 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 pet parents feeding our food. We keep our labels just as honest - clear, simple and free from surprises.

Our 12 Butternut recipes and 7 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.



2025 product launches

We have been busy tweaking, upgrading and refining things behind the scenes to make sure our bowls, treats and extras are the absolute best they can be. Here is a look at what we have been working on across our dog and cat ranges.

For the dogs:

Fresher tastes

We recently introduced a **limited-edition Lamb & Goat** recipe to add variety to the menu. There is a real appetite for temporary, seasonal recipes like this, so we will be looking into more limited-edition meals to keep bowls exciting in the future.

Nutritional upgrade

We have also given our **Duck & Chicken meal** a nutritional boost. By introducing salmon oil into the recipe, we have increased the overall omega-3 fatty acid content. It is a simple way to pack even more goodness into every bite, helping to keep coats shiny and joints happy.

Love meat Tenders

Alongside our meals, we brought back our popular Meaty Tenders and moved manufacturing from Germany to Ireland, bringing production much closer to home. By making this local switch, we have secured a more consistent supply and better quality, whilst reducing shipping distances to our United Kingdom and Ireland markets. It also means we have maintained a direct distribution network right into Europe.

Scaling Fish Oil

We have also given our Fish Oil bottle a bit of a trim, downsizing it from 500ml to 200ml based on customer feedback. This smaller bottle makes it easier to transport, reducing transit-related damages and unnecessary waste.

Calmer Supplemunchies

Our Calming Supplemunchies recipe has had an upgrade. We packed in even more functional ingredients and added ashwagandha extract. This new addition is brilliant for supporting all-round well-being, helping to keep stress levels down.

Loyalty gifting

Finally, we rolled out a bunch of limited-edition gifts to treat our loyal customers. From graduation certificates and poo bag dispensers to slow-feeder mats and Sip-and-Snack packs, it is our way of saying a proper thank-you for continuing to choose Butternut.

For the Cats: Marro Soft & Tender Range

Over on the feline side of things, we have launched a brand new sub-range called Soft & Tender. These two meals feature a much finer texture, which is a massive help for senior cats who need something softer and easier to chew.

With this addition, we are now the only fresh cat food brand to offer variety in both protein and texture. It means we can build completely tailored meal plans for older cats who struggle with bigger chunks, while giving every other cat a bit of texture and protein rotation to keep them interested.



Research

We have been doing some serious digging behind the scenes to better understand how food impacts pet health, and we have some exciting research updates to share.

Stepping Up Our Scientific Credentials

We have officially teamed up with the University of Surrey for an academic partnership. Even better, we have secured a fully funded PhD position dedicated entirely to advancing our Fresh Health study. This is a massive milestone for us, helping to back up everything we do with independent scientific credentials.

Our preliminary findings were presented at the 2025 Surrey Research Symposium, and a full journal manuscript is already in progress to strengthen our scientific foundation.

The Review

We started with a massive review of existing research into how diet links to disease.

The Pilot Study

This helped us design a smaller pilot study to measure inflammation in healthy dogs versus those with skin or digestive issues.

The Method

We looked at cytokines, which are the clever proteins the immune system uses to manage inflammation. By figuring out how these proteins differ between groups and checking that our tests actually work, we can make sure we are measuring the right things.

The Blueprint

This gives us a solid, proven blueprint for our main feeding study, saving us a lot of time and avoiding any guesswork.

Listening to Pet Parents

We also wanted to get a clearer picture of what really worries pet parents when it comes to diet, so we conducted a social listening study. We looked into the main health concerns of owners who feed dry or wet food to see what might motivate them to make a change, whilst looking at the actual improvements reported by those already feeding fresh.

The findings were clear. For owners feeding traditional diets, the biggest health worries by far are:

Allergies



Digestive issues



Skin problems



Weight concerns



This gives us a brilliant insight into exactly where traditionally processed food is missing the mark, and where fresh food can make a difference.

Supporting the Wider Industry

Over on the Research Hub, we have created clear, concise and easily digestible summaries of existing external studies. These summaries highlight the growing body of peer-reviewed independent research supporting fresh feeding.



A small, scruffy dog with light brown and white fur is shown in profile, looking at a cardboard box. The dog's pink tongue is extended and touching the top edge of the box. The box is brown with a large yellow label that reads "Butternut Box." in bold, dark brown letters. The background is dark and out of focus, showing some architectural lines.

What's next

**Butternut
Box.**



Fair work

- ✓ Smart benefits: we are reviewing our perks across all markets to build a consistent, affordable package that can flex to our squad's needs at any stage of life.
- ✓ Revamp induction and onboarding to provide an excellent and more consistent journey for all new Squad members, ensuring they are set up for success from day one.
- ✓ Embed personal objectives across the business to ensure we set clearer expectations, recognise progress, and support development through ongoing conversations, linking individual contributions to team and company outcomes.

Justice, Equity, Diversity & Inclusion

- ✓ Continue strengthening foundational culture and employee experience across markets through an ambitious Engage and DE&I plan, plus ensuring teams take positive action in response to engagement survey results.

Climate action

- ✓ Start generating our own renewable energy on-site at Ace's Pantry, our fulfilment centre and warehouse, through installation of rooftop solar panels.
- ✓ Reduce carbon footprint from our ingredients through expanding our lower carbon recipe range in existing markets and launching lower carbon recipes in new markets.
- ✓ Continue our efforts in heat recovery in our Kitchens and installing a state-of-the-art steam generator instead of a traditional boiler in our site in Poland.

Purpose and stakeholder governance

- ✓ Fully embed HiBob, our new Human Resources Information System, integrating all people data as a single source of truth and automating core People processes.

Environmental stewardship and circularity

- ✓ Transition the Omega-3 used across our recipes to MiAlgae, which is made from algae grown using by-products from whisky production. This helps reduce pressure on fish stocks, lowers our carbon footprint and saves water.
- ✓ Start sourcing beef from farms that have adopted regenerative farming practices, helping soils capture and store more carbon while creating healthier habitats for wildlife.
- ✓ Move to more localised production and printing of our boxes, reducing transport emissions and supporting regional supply chains.
- ✓ Bring ice pack manufacturing in-house to improve efficiency and reduce transportation impacts.
- ✓ Continue reducing the amount of cardboard packaging used for our frozen vegetables and proteins.
- ✓ Increase the amount of top film on each reel across all recipes, reducing core waste, the number of pallets required and associated road miles.
- ✓ Continue testing of a recyclable film for Butternut and PsiBufet recipes.



**Butternut
Box.**

**Fresh Food.
Happy dogs.**

