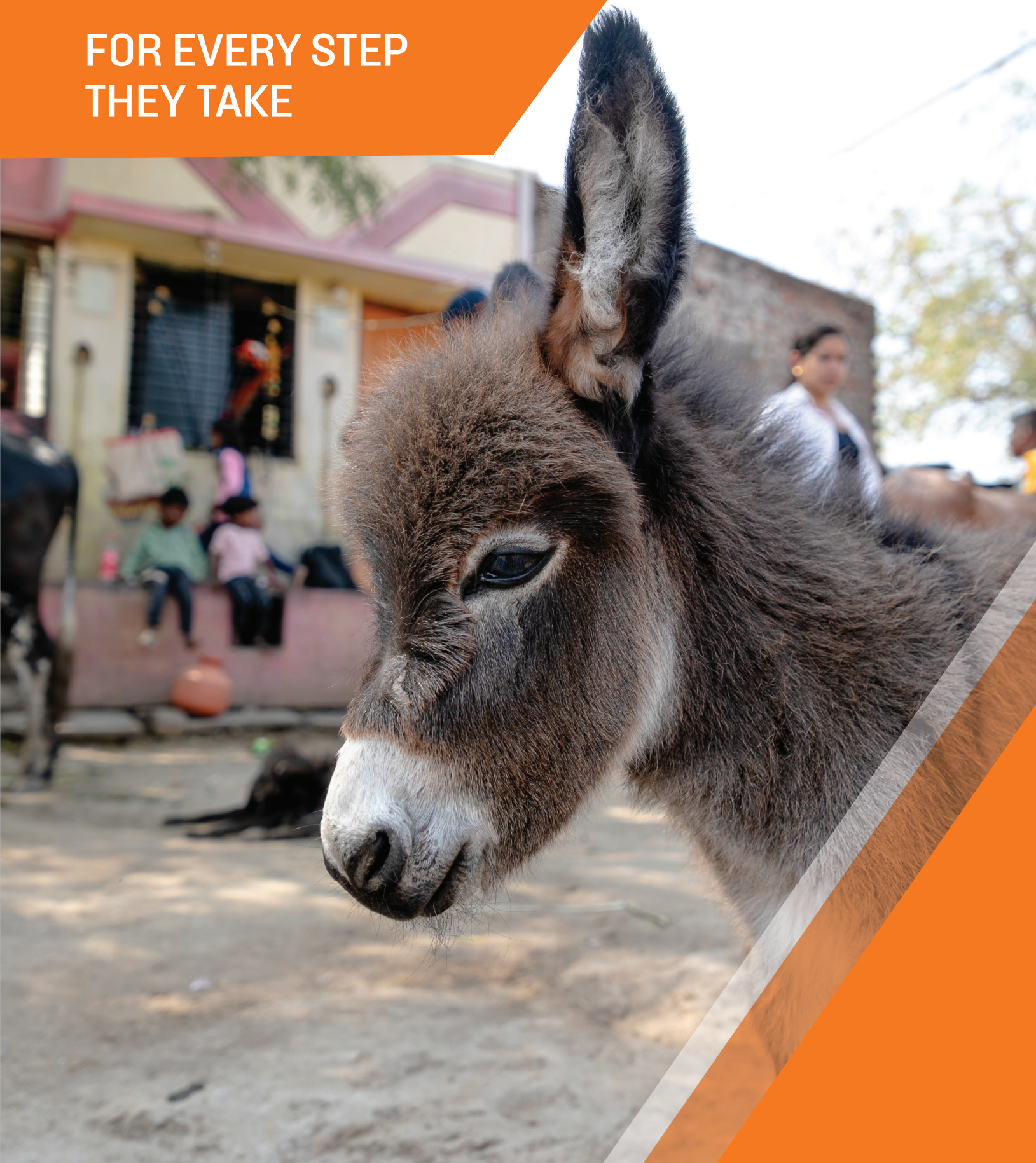




ANNUAL REPORT 2024-2025

FOR EVERY STEP
THEY TAKE



CONTENTS

Message from CEO

Message from Chair

We are Brooke

Where we work – our reach in numbers

2024/25 highlights at a glance

GOAL 1 – TRANSFORMING EQUINE WELFARE IN COMMUNITIES

Key achievements during 2024/25

Case study – DEGINANT: Handling and Harnessing for a Better Future

GOAL 2 – INCREASING THE VISIBILITY AND INCLUSION OF WORKING EQUIDS

Brooke Achieves Major Global Policy Milestones in 2024

Donkey Skin Trade – African Union ban

Case study – SYLVESTER'S STORY: A Community Betrayed by Donkey Thefts

GOAL 3 – DEVELOPING SUSTAINABLE ANIMAL HEALTH SYSTEMS

Global Essential Veterinary Medicines List (EVM List)

Fleming Fund Partnership

Ethiopia's National EVM List

Global Workshops Reunite Teams

Case study – ETHIOPIA'S STEEL SHOE PILOT: A Step Forward in Sustainable Farriery

4

5

7

8

9

10

10

12

13

13

14

15

17

17

17

17

17

18

CONTENTS

OUR FANTASTIC SUPPORTERS	19
Movement for Change	19
Enabling Success Through Recognition and Royal Support	19
Community fundraisers	20
CHARITABLE TRUSTS & FOUNDATIONS	21
Philanthropic partners	21
OUR ENABLERS	22
Our people	22
Our processes	22
SAFEGUARDING COMPLIANCE & GOVERNANCE	23
Safeguarding	23
Fundraising compliance	23
Governance	24
Complaint handling	24
FUTURE FOCUS	25
FINANCIAL AND ADMINISTRATIVE REPORT	27
Trustees' administrative report	27
Financial review & strategy	29
Risk management & internal control	33
Structure, governance & management	36
Relationship with other organisations	37
Statement of trustees' responsibilities	42
Auditor's report	43
Financial statements	47
Contact addresses	67

Message from CEO

Thank you

Welcome to Brooke's annual report for 2024/25. I always enjoy the process of writing my introduction as it presents the opportunity to look back and reflect on what progress has been made, what lessons we have learnt and where we need to continue improving.

But before any of that, I want to thank our magnificent supporters for their generosity and commitment, without which our incredible work across the world would not have been possible. Brooke is lucky to have such steadfast support, which we will never take for granted. Every day I recognise that we need to earn your trust and ensure we use the resources you provide to maximum effect. I also want to honour our much-missed colleagues Farooq Malik and César Urquizo, whose legacy continues to inspire. Thank you again; we won't let you down.

I am so proud to announce that our teams across the world directly reached over **1.8 million working equids, nearly 3 million people and 11,500 communities**. From brick kilns in Pakistan, pilgrimages in India, rural communities in northern Senegal, bustling towns in Ethiopia, mountain passes in Nicaragua, and donkey care clubs in Kenyan schools, animals and people benefitted from Brooke's innovative and adaptive programme work.

This approach leads to animals being better cared for; owners developing new skills and understanding of what their animals need; new animal healthcare facilities being developed and new treatments introduced; and laws and policies implemented to benefit not just working equids but all animals. You can read some of the case studies in this report which brings this to life.

In November last year, I was privileged to visit Pakistan and spend some time in brick kilns and coal mines, where working equids experience some of the harshest environments. It is difficult to overstate how hard these places are for animals and people. It is hot, exhausting, back-breaking work. But progress is being made daily. Brooke has transformed welfare in



2,638 kilns and mines over recent years. Wounds are now being treated quickly and properly.

Ample water is available. Trees have been planted to provide resting shade. Harnesses are in place that fit and support rather than chafe and slice through skin. Better feed is providing the fuel the animals need. It is not perfect, it never will be, but it is still transformative.

At one coal mine, I witnessed the distressing sight of a donkey that had been badly bitten by a wild boar. I watched as our team of vets administered emergency treatment and provided the medicines that kept the animal alive and would ultimately restore its health. Only Brooke does this work in the remote regions where alternative animal health services are either non-existent or still being developed.

Our teams also made huge progress on issues like the donkey skin trade, which results in the pointless slaughter of up to six million donkeys a year. We will continue to advocate for a global ban on this trade and effective enforcement of the ban introduced across Africa last year. I have just returned from Côte d'Ivoire, where I met with multiple African leaders and officials who are championing the ban and encouraging others to do so too.

I really hope you enjoy reading about the work we have undertaken over the past 12 months and the many achievements you have made possible. I am immensely proud of leading Brooke and working on your behalf to ensure that every working horse, donkey and mule has a life worth living.

Best wishes,
Chris Wainwright

Message from Chair

Celebrating milestones and reach

Brooke had another successful year in 2024/25 thanks largely to you, our supporters. Along with our Chief Executive, I want to thank you all from the bottom of my heart for your unswerving loyalty to our cause.

Last year saw us celebrate our 90th birthday. We were honoured that our President, Her Majesty the Queen, graciously hosted a reception for Brooke at Buckingham Palace. We are very fortunate to have Her Majesty as our President, and she spoke warmly of her ongoing support for Brooke and the work she has witnessed first hand, including most recently in Kenya.

As Chair, I am fortunate to lead a committed Board of Trustees which oversee the governance of Brooke. The Board has again provided the support and challenge to our leadership teams to ensure that Brooke not only achieves its goals but does so in the right way. We are determined to be the best run and most efficient organisation we can be. This matters because if we get that right, we can do even more for the animals and people we support.

I was delighted with the reach and impact of our work last year. Reaching over 1.8 million working equids, nearly 3 million owners and 11,500 communities shows the depth and breadth of our work. No other organisation reaches as many working equids as Brooke, a fact I hope makes you as proud as me.

Financially, we had a robust performance in the stormy waters of the UK and global economy. As a consequence, the Board provided significant additional funds to our programme teams to reach even more communities and animals. The funds meant we were able to venture into new territories in West and East Africa and reinvigorate our work in Nepal.



We have also ensured that we have adequate reserves to meet the challenges the future will no doubt present.

Another milestone was reached last year as Brooke India celebrated 25 years of service to working equine welfare and the communities that depend upon them. Their work supporting 2,370 equine welfare working groups across the country was a very real demonstration of the scale of their impact.

At the time of writing this report, we are recently recovering from the shock of the passing of one of our board members, Gaynor Miller. Gaynor was a wonderful colleague and contributed so much to Brooke as a highly effective and engaged Trustee. On behalf of the whole of Brooke we pay tribute to her.

The Board, like our employees, are a team and I would like to thank all the members of the UK Board for their ongoing commitment to Brooke.

I very much hope you enjoy reading this report and will find inspiration from the stories of progress. The impact you will read about is through your support. Thank you again from everyone at Brooke.

Kirsty Hayes

Chair of the Board of Trustees



In Nicaragua, José (purple shirt) is a farmer growing corn, beans and coffee, helped by his horse, El Rojito.



Linet in Kenya relies on her donkey. Learning to manage her animal's stress has proved life-changing.



In Pakistan, the new Animal Welfare Act we helped draft is excellent news for equids and their owners.



Along with our partners in Latin America, we deliver clinics focused on agricultural health

We are Brooke

We are an international animal welfare organisation and we've been working tirelessly to improve the lives of working horses, donkeys and mules and the people that depend on them, for over 90 years.

We believe

- All animals deserve dignity, respect and compassion. We understand the relationship and partnerships between working horses, donkeys and mules and the people that depend on them.
- A kinder, more compassionate world is possible which truly recognises and values the interdependence between animals, humans and the environment.
- That good animal welfare starts with people.
- We recognize that in order to achieve change at scale we need to inspire compassion in others.
- That for positive change to be sustainable then people need to have the capability, motivation and opportunity to realise progress.
- That by improving the welfare of working equids we also contribute towards building resilient and thriving communities and a fairer, more just, world.



OUR VISION

Our vision is of a world in which working horses, donkeys and mules are free from suffering and have a life worth living.



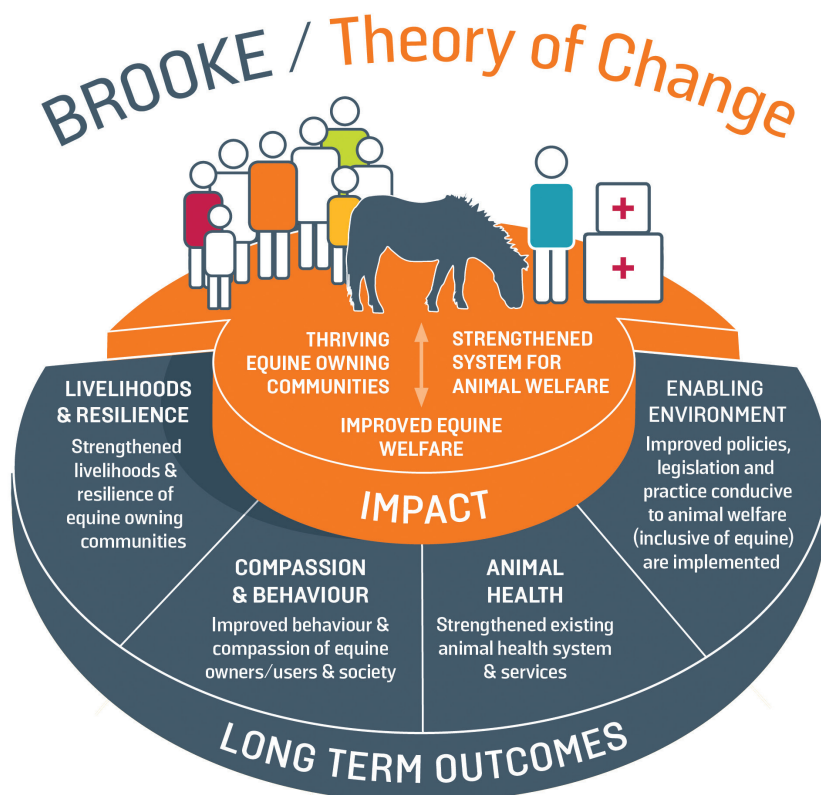
OUR MISSION

Our mission is to achieve immediate and lasting positive change to the lives of working horses, donkeys and mules and the communities that depend on them.



OUR VALUES

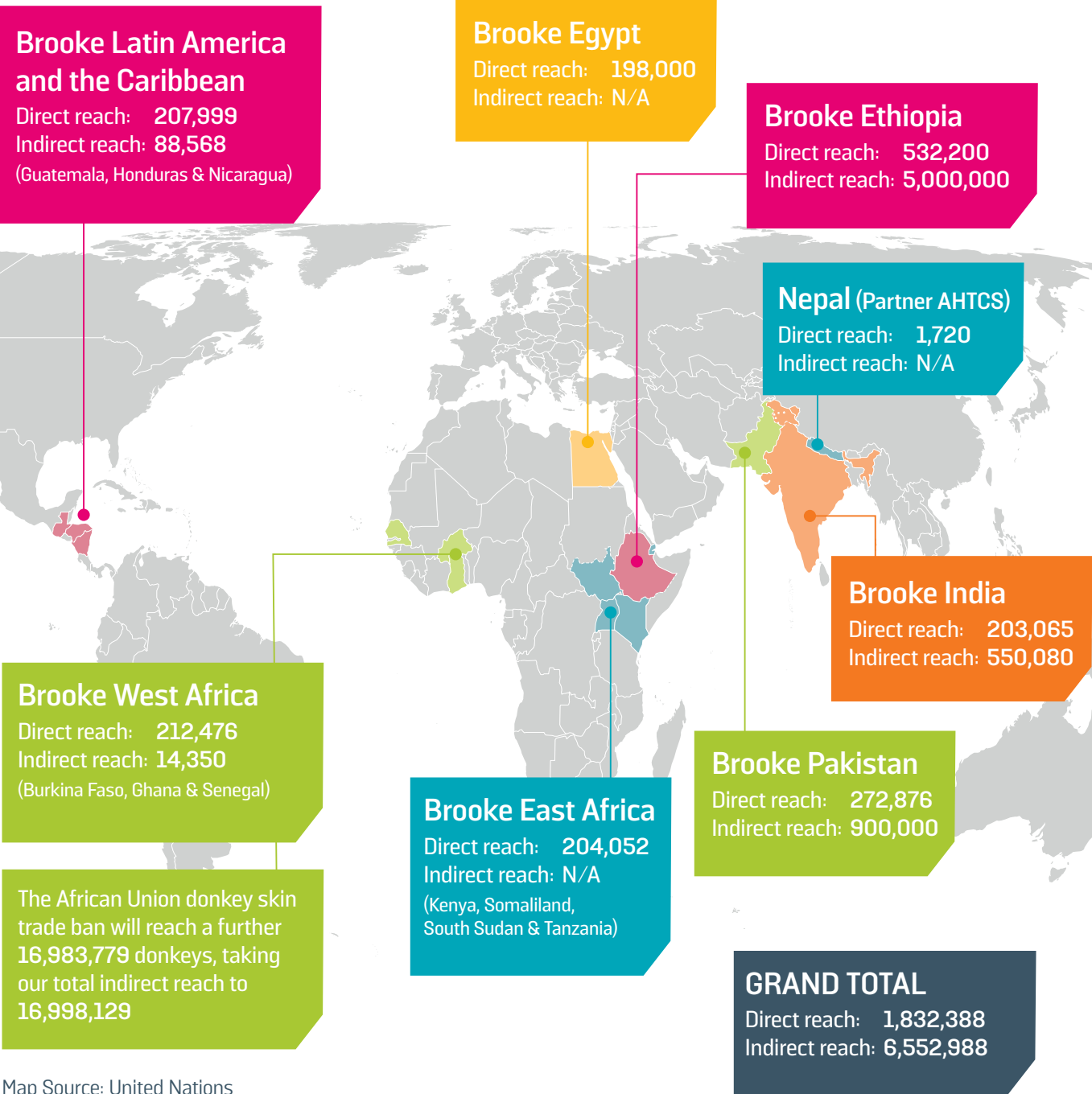
We are proud to be Brooke. We are resourceful, share new ideas and help each other succeed. Together we make change happen.



Where we work – our reach in numbers

Brooke is a global organisation, with established branches, affiliates and sister organisations in nine countries and regions, and headquarters in the UK. We work extensively beyond the borders of our key countries, through partnerships and projects.

Our UK headquarters and sister organisations, Brooke USA and Brooke Netherlands, deliver vital funding and support to projects across the globe.



2024/25 highlights at a glance

1,832,388

horses, donkeys and mules reached

Directly – through our health, welfare and training actions

Direct reach (beneficiaries) are horses, donkeys and mules who receive direct support from Brooke or a partner towards their welfare with regards to their **health**, **nutrition** or **environment**. It could include but is not limited to: delivery of shelters, water points, emergency aid kits.



1,004,927

Donkeys



540,488

Horses



87,253

Mules

NB: figures are approximate, as they are based on an estimation methodology. These figures do not include the direct reach of Egypt and Nepal.

6,552,998

horses, donkeys and mules reached

Indirectly – through our policy and advocacy work

Indirect reach (beneficiaries) covers the wider equine population benefiting through advocacy and institutional strengthening including national policies and legal frameworks.



11,525

Number of communities we worked with



2,815,609

Total number of people we reached through our programmes



6,034 children reached

Six



Number of policies for working horses, donkeys and mules in implementation



Number of brick kilns we worked in

1,778

India

2,638

Pakistan

32

Nepal

3,672

Number of Animal Service Providers trained/mentored



212

Number of coal mines we worked in



GOAL 1 – TRANSFORMING EQUINE WELFARE IN COMMUNITIES

Equine animals support the lives and livelihoods of over 600 million people. We help owners to look after their animals with compassion and care, meaning a happier life for working horses, donkeys and mules and enabling communities to thrive. Brooke continues to create innovative programmes across all the areas we work in to most effectively support equines. Here we set out four of our global priorities.

Key achievements during 2024/25

Compassionate Handling

Handling animals better is a topic which is often overlooked but makes a huge difference to the lives of animals and their owners, working together more harmoniously and reducing stress and fear from poor handling practices.

The compassionate handling for life programme continues to be rolled out across our programmes by a committed training team after a successful international workshop held in Pakistan. The programme is promoting animal wellbeing, encouraging recognition of animal sentience across all species and ensuring animals' needs are met with empathy.

- In Brooke Ethiopia, the Compassionate Handling and Harnessing project is being piloted in Halaba, focusing on a behavioural change approach that addresses root causes and promotes community-led solution actions for welfare. (See Case study, page 12.)
- In Brooke West Africa the compassionate handling project is ongoing in four locations, involving 54 educators. There is a growing demand from communities to be enrolled in the programme, as they have witnessed how effective it is – with animals previously perceived as "difficult" and dangerous to handle becoming calmer and easier to work with.

Harnessing

Harnessing problems are a huge challenge to tackle, as issues vary not just from country to country but even from village to village, so our teams are building their knowledge to address each problem and ensure no animal is working or resting in pain. In Pakistan the team are supporting communities to transition from hobbling their animals to use head collars when tethering them to graze allowing animals greater freedom of movement. In Kenya our partners have been training donkey owners and users in improved rope-making and harness weaving to reduce harness-related wounds on their donkeys.

- Brooke Pakistan supported the participatory action research workshop, on harness-related wounds, bringing together government, academia and local community members to share knowledge.
- In Nepal, appropriate harnessing technique training was given to 257 equine owners/handlers across 32 kiln sites.



In Senegal, Dieynaba and her family rely on their donkey, Laura, pictured here with her foal Panchy. We've been working with Dieynaba since 2016 when she was just 12 years old.

Communities

- Around the world, Brooke works to engage communities in all mediums and platforms possible, public events, digital resources and radio broadcasts.
- Brooke Pakistan reached 3,050 communities, which included 2,638 brick kilns, 212 coal mines and 200 work places.
- Brooke Ethiopia reached 249 communities, involving 205 animators and 4,100 change agents who worked with community members to impart best practices.
- Partners in West Africa conducted 1,342 public talks, 3,057 home visits, 35 social mobilisations and 102 radio broadcasts.
- Using Brooke's newly adopted Human Behaviour Change strategies, alongside communities, to help owners to identify the most positive changes for their animal and themselves is leading to more sustainable and lasting improvements in animal welfare.
- Launched in 2004, the Donkey Care Clubs have continued to grow. Their goal is to teach the next generation of donkey owners to care for and protect their donkeys through poetry, song and dance. They have become part of extra-curricular activities recognised by the Kenyan government.

Livelihoods

- Brooke India mobilised 2,370 Equine Welfare Groups across project areas which provide a vital platform for collective action, promote best practice in equine care and facilitate access to livelihood enhancement opportunities.
- Brooke India established 29 balanced feed units, providing better nutrition for animals and a diversified income stream for the communities involved.
- Brooke East Africa and its partners refurbished or improved 15 boreholes, water troughs or water pans, benefitting at least 3,000 households and 9,500 donkeys and other livestock.

Case study – DEGINANT: Handling and Harnessing for a Better Future



Deginant considers Bora not just a working animal, but also a close friend and family member.

Deginant admits he once struggled to manage and care for his horse, Bora. Poor-quality harness and handling, including whipping, led to frequent wounds. With little knowledge of equine care, he didn't realise the harm he was causing.

That changed when Brooke began a handling and harnessing project in his community. Deginant joined, keen to learn. Over two years, he's developed a deep bond with Bora, now seeing him not as an obligation, but as a cherished friend and family member.

"We must create a safe and compassionate environment for our equines," Deginant says, "avoiding any form of whipping or harsh treatment." He's the first to praise harnessing that is efficient and moderate, ensuring the wellbeing of animals during work.

Today, Bora represents more than transport; he symbolises a turning point in Deginant's life and his journey towards a better livelihood. Deginant now shares what he's learned with others in his community, promoting the lasting impact of Brooke's work.



My Bora is much more than just a mode of transportation; he represents a significant turning point in my life, that allows me to strive for a better livelihood."

Deginant, 28, Ethiopia

GOAL 2 – INCREASING THE VISIBILITY AND INCLUSION OF WORKING EQUIDS

For all working horses, donkeys and mules, we continue to strive for their needs to be covered in policy and practice at all levels. We know that to achieve significant change in a global context, we need to continue to work with policy and decision makers to improve the lives of working equids and the communities they support.

Brooke Achieves Major Global Policy Milestones in 2024

This year, Brooke has played a leading role in securing key international policy changes to improve animal welfare and public health:

Global Pandemic Treaty

- In September 2024, the World Health Organization passed the first legally binding treaty to recognise the link between animal, human, and environmental health in preventing pandemics. Brooke, through the Action for Animal Health coalition, successfully advocated for the inclusion of One Health principles in the treaty.



Read more [HERE](#)

United Nations Resolutions

- In September 2024, the UN General Assembly adopted the Declaration on Antimicrobial Resistance (AMR). As a result of our advocacy, the Declaration recognises animal health as vital, recommending stronger systems, better access to medicines and vaccines, reduced antimicrobial use in healthy animals, and improved husbandry.
- In December 2024, the UN adopted a resolution on disaster risk reduction. As a result of our work, it includes a new paragraph we authored highlighting the role of working animals in building climate resilience and the need to protect them. To achieve this, we organised two side events at the UN High Level Forum on Sustainable Development and mobilised member states and UN agencies to champion the agenda.



Read more [HERE](#)

Landmark Legislation in Pakistan

- In 2024, the Khyber Pakhtunkhwa (KPK) Animal Welfare Act was passed, aiming to improve the lives of 900,000 equines. Brooke Pakistan played a central role in drafting and advocating for this historic bill, which replaces 134-year-old legislation.



Read more [HERE](#)



Donkey Skin Trade

Protecting Donkeys: Sustaining Momentum After the African Union Ban

Following the landmark African Union continent-wide ban on the donkey skin trade in February 2024, Brooke has continued to drive progress in protecting donkeys across Africa and beyond.

Advocacy at Global Forums

- Brooke discussed the issue of the donkey skins trade with Chief Veterinary Officers as well as African Union officials at the World Organisation for Animal Health General Session in Paris in May 2024. In July 2024, we met with Permanent Missions to the United Nations to highlight the socioeconomic contribution of working donkeys and the threat posed by the skins trade (Nigeria, The Gambia, Senegal, Kenya, Ethiopia).
- Brooke USA, in collaboration with Eko Movement, delivered a petition with 244,000 signatures to the Headquarters of Amazon USA, asking to ban its sale of donkey skin products.



Amazon under pressure to ban donkey skin products. Read more [HERE](#)

Pan African Donkey Strategy

- Brooke is supporting the development of a Pan African Donkey Strategy and the planning of the Second Pan African Donkey Conference (PADCo), to be held in Côte d'Ivoire in June 2025. Meanwhile, the Economic Community of West African States Donkey Skin Trade (DST) strategy has been finalised, and a national strategy has been developed for Pakistan.



How Africa could lose half its donkeys. Read more [HERE](#)



Huge step forward to support ban on African donkey skin trade. Read more [HERE](#)

Case study – SYLVESTER'S STORY: A Community Betrayed by Donkey Theft



Sylvester and his new donkey, Kamwana (young man) rehomed by Brooke East Africa in partnership with Inades-Formation Kenya, Machakos County.

Stolen and killed for their skins, Sylvester's donkeys were victims of the illegal donkey skin trade, part of a widespread crisis fuelled by global demand for ejiao, a traditional Chinese remedy.

His experience is far from unique. Across Kenya and beyond, thousands of families each year lose their donkeys – vital to transport, farming, and daily life – shattering livelihoods, community cohesion, and cultural heritage.

After the theft, Sylvester's neighbours rallied around him. "We searched together for the culprits," he said. "My neighbours stood by me and waited for the police as they helped recover what was left."

The African Union's February 2024 ban on the donkey skin trade, supported by AU-IBAR's landmark report, was a vital first step. But for families like Sylvester's, the ban must be strictly enforced. Community surveillance, rehoming schemes, and continued global advocacy are essential to protect donkeys and the people who depend on them.

“

I couldn't believe it, my donkeys were like family. Losing them felt like a betrayal."

Sylvester



The African Union ban is a major milestone, but without enforcement and community-level protections, it risks becoming a paper promise. We need coordinated action to safeguard livelihoods and uphold animal welfare across the continent.



A pop-up clinic in Rosita Mountain pass, a very remote location in Nicaragua.



An Equine Fair taking place in India.



Iqbal Bhai from Kutch, Gujarat, is a Brooke India trained farrier champion, devoted to keeping the hooves of Kutch's working equines strong, healthy and ready for the journeys ahead.

GOAL 3 – DEVELOPING SUSTAINABLE ANIMAL HEALTH SYSTEMS

Brooke made significant strides in strengthening animal health systems throughout 2024/25, delivering major impact through collaborative projects, innovation and global partnerships.

Access to affordable and effective medicines is a critical animal welfare concern, as well as a problem contributing to the development of antimicrobial resistance (AMR). Vets are forced to use the same few antimicrobials to treat all problems, as this is all they have, but in many cases, pain relieving medication would be more appropriate. Better access to vaccines could stop animals getting sick and needing treatment at all.

Global Essential Veterinary Medicines List (EVM List)

- In April 2024, Brooke and the World Veterinary Association launched the first-ever **Global Essential Veterinary Medicines List for Food-Producing Animals**, including equids. This groundbreaking tool has attracted interest from key global bodies such as the World Organisation for Animal Health (WOAH) and the Food and Agriculture Organization (FAO). Brooke also participated in a high-level panel chaired by the UK Chief Veterinary Officer and the Director General of WOAH, discussing strategies to strengthen animal health systems to combat antimicrobial resistance (AMR).

Fleming Fund Partnership

- Through the Antimicrobial Resistance and One Health grant, in partnership with the International Livestock Research Institute (ILRI), Brooke East Africa and Brooke UK have played a key role in supporting the development of essential medicine lists and treatment guidelines in Kenya, Tanzania, Uganda, Malawi and Zambia. We've been supporting veterinary pharmacists in antimicrobial stewardship and better treatment choices via our agrovet mentoring framework.

Ethiopia's National EVM List

- Brooke Ethiopia successfully led the development of the country's first national EVM List, officially endorsed by the government. The Ethiopian Agricultural Input Supply Corporation has already established a dedicated unit to import essential veterinary medicines and has launched a fast-track online application process to streamline access.

Academy for Working Equids

- In April we launched the Academy of Working Equids, an open access virtual learning platform with unique and accessible training on animal welfare, equine veterinary medicine and pharmacy management, specifically aimed at the working equid context. It is now being used by learners in countries where Brooke has no presence, helping to improve equine welfare worldwide.

Case study – ETHIOPIA'S STEEL SHOE PILOT: A Step Forward in Sustainable Farriery



Rubber shoe

Brooke is continuing to progress its innovative project in Ethiopia, testing the viability of steel horseshoes as a durable and cost-effective alternative to rubber.

Rubber shoes, while accessible and affordable, typically last only 7-10 days, requiring frequent replacements and offering limited durability. In contrast, steel shoes can last up to eight weeks. Though more expensive to produce, their extended lifespan makes them more cost-effective over time.

To test this potential, Brooke has trained seven farriers in forging and fitting steel shoes.



Steel shoe

With the core training phase complete, these pioneering farriers are now entering a critical stage: transitioning from guided instruction to hands-on experience.

More opportunities to apply their skills will help them become faster, safer, and more confident in their work.

The pilot not only offers a pathway to better equine welfare, but also supports professional development for local farriers and long-term cost savings for owners. Further assessments are planned in July 2025 to evaluate outcomes and future scalability.

OUR FANTASTIC SUPPORTERS

Movement for Change

Making sure that working horses, donkeys and mules will be cared for now and in the future matters to all of us. It inspires Brooke supporters everywhere, like the 60 members of Jersey Supporters Group who you can read about on page 20. We're grateful to all our fantastic supporters for helping our teams on the ground make working animals' lives worth living across Africa, Asia, the Middle East and Latin America.

Our total income for 2024/25 financial year was £24.8m, the second ever highest income for Brooke.

£14.2m

in legacies income.
Exceeding our budget
by **£622k**



£90k

In Memory income.
Exceeding our budget
by **£35k**



We would like to extend our special thanks to everyone who has chosen to remember Brooke in their Will. Gifts generously given in Wills account for over 50% of Brooke's annual income, and help us make positive change for millions of horses, donkeys and mules worldwide.

Thank you also to all our dedicated 82,181 supporters across the UK and beyond, many of whom choose to give to Brooke regularly through their bank accounts, and whose commitment to Brooke helps us plan and budget with confidence. Thanks also go to our corporate partners, challenge event participants, In Memory supporters and individual fundraisers. Not forgetting our supporters who give through our wonderful sister organisations, Brooke USA and Brooke Netherlands.

Our organic (non-paid) social media content appeared on 8.7 million people's feeds and over 350,000 people engaged with it. Total social media followers across all platforms: **244,984**, up 35% on the previous year.

Enabling Success Through Recognition and Royal Support

Brooke's achievements are only possible thanks to the passion, loyalty, and influence of our global community of supporters, ambassadors, and partners who help raise our profile and amplify our impact.

A People's Choice Win

- In a proud moment for Brooke, our short film won the **People's Choice Award** at the 2024 Smiley Charity Film Awards. Voted for by our supporters, the award recognised the powerful storytelling at the heart of our mission and the ongoing dedication of our community to spreading awareness.



Read more **HERE**

A Royal Milestone

- In May 2024, **Brooke President, Her Majesty The Queen**, hosted a special reception at Buckingham Palace to mark Brooke's 90th anniversary. The event brought together representatives from our global programmes, including Egypt, India, and Pakistan, as well as long-standing supporters and public figures such as Angela Rippon, Rory Bremner, and our patron Alastair Stewart. Her Majesty has also graciously agreed to **extend her presidency**, reaffirming her support for Brooke's mission around the world.



Read more [HERE](#)

Community fundraisers



Jenny Lee

When the Hastings Half Marathon was postponed earlier this year, most runners hung up their shoes, but not Jenny Lee.

Determined to use her months of training, 51-year-old Jenny from Hawkhurst set off on her own 13.1 mile journey through Bedgebury Forest, raising over £600 for Brooke in the process.



© Pilar Bustelo

Gregory Harris

Greg is the author of the Billy Burro adventure series, which follows the heartwarming journey of a donkey who lives by the principle of "love thy neighbour".

Greg sells copies of the books and other items at his weekly market stall in Saltburn-by-the-Sea, and to date he has raised over £750.



Hack100 participants

This year, we were thrilled to see so many supporters saddle up for our Hack100 riding challenge, raising vital funds to bring clean, sustainable water to 10,000 donkeys and their owners in Kenya. Each participant committed to riding 100 miles in 100 days and raising £100.

They have helped transform daily life for animals and communities, and also shown the power of collective action..



Jersey Supporters Group

Founded in 1990 by Margaret Mallett, the Jersey Supporters Group, has become a cherished part of the Brooke family. Now led by Janet Motto, this close-knit group of 60 members brings heart and energy to every event, from their hugely popular February quiz to festive 'Clio Clop Carols'.

With dedication, heart, and a lot of fun, they raise vital funds for Brooke UK, inspiring their community and driving change.

CHARITABLE TRUSTS AND FOUNDATIONS

Philanthropic partners

We remain eternally grateful for the commitment and dedication of those long-standing philanthropic partners who once again chose to support Brooke this year. We were also pleased to be awarded grants from new funding partners, and hope these mark the start of long-term alliances. As well as highlighting some of our funders below, we acknowledge the equally valued support of those partners who prefer to remain anonymous.

2024/25 marked the penultimate year of Brooke's five-year partnership with **The Alborada Trust** to improve the lives of brick kiln equids in Pakistan. The latest project data indicates that 75% of equine owners are now demonstrating welfare-friendly behaviour against a baseline of just 22%. Likewise, 74% of farriers, and 77% of vets and paravets, are now demonstrating appropriate skills and capacity (against baselines of 15% and 29% respectively). We are so grateful for the Trust's partnership that has enabled Brooke to bring about these sustainable improvements in equine health and welfare. We also appreciate those supporters who have contributed to the project, including, **The Mrs D M France-Hayhurst Foundation**.

Other funding partner highlights:

- **The Underwood Trust** provided valuable funding in aid of women's equine welfare groups in Kenya.
- **The John Horseman Trust** continued to provide financial support to improve conditions for equids in India's brick kilns.
- **The Sir Peter O'Sullivan Charitable Trust, The Castanea Trust and The Scott Eredine Charitable Trust** continued to make a valuable contribution to Brooke's core work to ensure working equine animals have a life worth living.
- We were also delighted and sincerely grateful for the significant support received from **The Tsiknakis Charitable Trust**.

Additionally, **The Guernsey Overseas Aid and Development Commission** kindly funded a one-year project in the village of Napamboumbou, Burkina Faso, to improve livelihoods and access to water for 745 donkeys and 3,565 people.

And last but certainly not least, we remain incredibly grateful for the support and ongoing commitment of **Brooke USA** and **Brooke Netherlands**. Between them, our sister organisations have funded significant projects across Africa and Asia, including ongoing work in India's brick kilns and Pakistan's coal mines, the training of Agrovets in East Africa, and new work in the gold mines of Tanzania.

OUR ENABLERS

Our people

Creating the best place to work and succeed

We have continued to deliver our Global People Strategy 2022-27. Some of the key highlights and achievements are as follows;

- Brooke has focused on its approach to pay and updated its policy to a Total Reward approach. A new platform has been developed to house staff benefits and this will be used to generate a total reward statement for all staff, showing the true value of the package at Brooke. A new benchmarking tool, called Brightmine, has also been introduced and is being used to benchmark salaries for new posts and to monitor salary levels across the sector.
- A new global Diversity Equity and Inclusion (DEI) strategy has been developed, which will encompass all Brooke's DEI activity, including gender mainstreaming. A UK staff away day also provided an opportunity to discuss our UK DEI statistics. Brooke is seen as an inclusive place to work, with excellent hybrid and flexible working policies, and as a good employer for parents and carers.
- In the learning and development area, Brooke has replaced its digital learning platform with Kallidus globally, enabling it to launch a wider range of e-learning, and to track compliance with mandatory training more easily. It has also included an up-to-date format for Performance Development Reviews (PDRs). A global cohort of managers has attended the Happy Leadership programme, a flagship course within Brooke focusing on individual leadership styles. Insight Discovery has also been rolled out further as a team-building initiative.
- Well-being continues to be a key focus, and the outputs from the well-being survey have continued to be implemented. These have included one-to-one wellbeing coaching sessions with Mind Vibes. Feedback has been excellent and they have helped with areas such as work-life balance.

Our processes

Developing an organisation fit for the future

In 2024/25, Brooke has continued our digital transformation with an emphasis on increasing Brooke's data maturity, allowing teams to have key information to hand, gain new insights, and use these to drive decision-making. This has allowed us to better understand the impact of our work in our country programmes and where we can improve.

The year has been a very successful one for rolling out new technologies, both in the UK and across the countries we operate in, to better digitise data collection, automate processes and reduce costs. The delivery of some of these projects has earned Brooke industry acclaim.

In the coming year our focus will be a mix of continuing digitisation of our work and employing more cutting-edge technologies, such as Artificial Intelligence (AI) and Machine Learning, to decrease our colleagues' manual workloads and increase effectiveness (AI) in delivery.

SAFEGUARDING, COMPLIANCE & GOVERNANCE

Safeguarding

A full review of Brooke's global safeguarding approach was carried out by an external reviewer and the conclusion was that there is a strong sense among staff that safeguarding is a priority at Brooke, with a clear commitment across the organisation. There are some actions to be implemented as part of continual improvement and the action plan will be addressed in 2025–26.

A review of Brooke's safeguarding approach with partners was carried out internally and findings from this are also included in the action plan above.

The global safeguarding policy was reviewed and slightly updated.

Training for Safeguarding Focal Points (SFPs) was carried out and this group continues to offer peer support to one another.

Fundraising compliance

In 2024/25 we continued to ensure that our fundraising programme, projects, marketing, communications and related data remained fully compliant with the laws and regulations we are bound to (including Fundraising Regulator's Code of Practice, UK GDPR and the Data Protection Act (2018)). We continued to ensure that supporters were clear on how Brooke processes and stores data in a compliant manner, and how they can opt out or change the type and frequency of fundraising communications they receive.

We processed supporter data rectifications as requested. We completed 17 full erasure requests from supporters and all within the regulator's 28-day timeframe. We continued to ensure that our suppliers were working to agreed service level agreements, contracts and data processing agreements and undertook two full audits of our key fundraising and donation processing suppliers. We ensured that the tender processes for new fundraising service suppliers followed fair process, and that new contracts underwent robust risk assessments and due diligence prior to being finalised.

We ensured that our Gift Aid tax claim tool was integrated into our new database and maximised the value of our HMRC Gift Aid Tax Claims for 2024/25.

In addition to our Global Safeguarding policy, we also take our responsibility to protect vulnerable people seriously. We follow guidance issued by the Chartered Institute of Fundraising.

Governance

The new training platform 'Brooke Learn' has now been successfully implemented and has provided up-to-date compliance training, which includes UK GDPR, Information Security and Fraud e-learning. In line with this the 'Data Protection' and 'Anti-Dishonesty and Anti-Terrorism' policies and procedures have also been fully updated and approved by the Board.

Close to the end of the last financial year the Senegal office was visited, and a supportive audit was completed to identify data protection needs of the team. An advisory report was produced at the end.

Mango Direct Marketing Limited, a telemarketing company who are soon to be managing our supporter care requirements, were visited in early April 2025 in Northern Ireland by the Head of Legal and Governance, the Data Protection Officer and the Information Governance Manager. This was to perform a data protection audit to ensure they fully met our required standards. The report showed they scored a high level of assurance.

The Legal and Governance Team are working to be fully in line with current AI developments and already have an AI Protocol in place, as well as an active AI Working Group, where the latest issues can be discussed.

There have been no data breaches reportable to the Information Commissioners Office and 17 supporters have exercised their right to erasure.

Complaint handling

Brooke received a total of 137 complaints this year. Of these, 80 related to our fundraising activities, and 57 complaints related to other aspects of Brooke's work such as operational activities and service provision. All fundraising complaints were fully resolved within our response timeframes, and no complaints were referred from the Fundraising Regulator.

We take each complaint seriously and they were all addressed in line with our complaint handling procedure, which is publicly available on our website.

FUTURE FOCUS

We continue our 2022-2025 strategy, 'A Life Worth Living', which brings our goals to life by harnessing the power of working animals to create lasting change for communities, their animals and the environment.

We will begin development of a new multi-year strategy to maintain Brooke's position as thought and implementation leaders in the animal welfare sector, harnessing the power of working animals to create lasting change for communities, animals and the environment.

Supported by a new International Centre of Excellence and our enabling goals – Movement for Change, Efficiency and Effectiveness and People – we will:

GOAL 1 – Transforming equine welfare in communities

- Promote Compassionate Handling for Life during healthcare by strengthening its inclusion in veterinary training and practice through curriculum support, learning resources, and mentoring. This includes an international workshop in the UK partnering with Redwings and a Trainer of Trainers workshop in Pakistan in November 2025 which will bring together vets from across country programmes to share experience, knowledge and skills.
- Develop Brooke's nutrition guidelines for working equids by reviewing and collating existing nutrition initiatives, researching appropriate nutrition standards and drafting guidelines through expert peer consultation.
- Develop internal guidance for safe, ethical impactful engagement with children using research and review of best practices and ethical frameworks for working with children as advocates, champions and caregivers for better animal welfare outcomes, and as at-risk household members.

- Continue to develop and implement our new, integrated harnessing and handling initiatives, grounded in a human behaviour change approach. These efforts aim to improve animal welfare by promoting safer, more compassionate practices while animals are working.
- Lead the Meru Cart Working Group to improve donkey cart design and use in Meru, Kenya. This is an exciting project that will drastically improve the welfare of cart pulling donkeys local to Meru, with the potential to permanently change the current harnessing and cart systems based on the requirements of the local communities and workload of the donkeys. The new cart design is undergoing extensive testing in the UK before local artisans in Meru build a prototype using affordable, locally available materials.

GOAL 2 – Increasing the visibility and inclusion of working equids

- We will continue working with African member states to implement the 2024 African Union moratorium on the donkey skins trade, support the development of the donkey strategy for Africa and build on the momentum generated by the Second Pan African Donkey Conference.
- We will work with governments to get the Pandemic Agreement and UN resolution on disaster risk reduction implemented at national level.
- We will raise awareness of the socio-economic contribution of working equids worldwide, and advocate for a global ban in donkey slaughter for the skins trade, working with governments, regional bodies, the UN and beyond.
- As part of our work on the donkey skin trade we will work with Brooke USA to build campaign awareness. We will also formulate a strategy to end the sale of ejiao within the European Union.

GOAL 3 – Developing sustainable animal health systems

- Global Animal Health and Welfare Workshop: In partnership with the British Equine Veterinary Association Trust, Brooke will host a global workshop in Kenya (October 2025), bringing vets from all programmes together to update clinical skills, welfare science, and share expertise.
- New Veterinary Clinical Skills Labs: Following the success of Ethiopia's labs, new facilities will be developed in Kenya, Pakistan, and Senegal, allowing students to practise procedures on models and simulators before working with live animals.
- Digitalising Animal Health Mentoring Data: Pilot projects will replace paper-based systems with SurveyMonkey, giving veterinary mentors faster access to data and analysis, and supporting evidence-based mentoring in the field.
- Essential Medicine Lists and Treatment Guidelines: Through the Fleming Fund project, we will help Malawi, Kenya, Zambia, Uganda, and Tanzania create national medicine lists and guidelines to reduce antimicrobial resistance and strengthen animal health systems.
- Improving Horseshoe Quality: From Ethiopia's steel shoe pilot to safe shoe training in Pakistan and India, Brooke's global farriery project will ensure horseshoes are safe, durable, and comfortable across all programmes.
- Expanding Veterinary Services in Nicaragua: Veterinary services for working equines in remote mountain areas will be expanded, delivered directly through the national animal health authority.

Donkey Skin Trade

- Global Campaigns: Focus on incorporating the African Union Ban, scoping in Asia to develop next steps and awareness.
- A collaboration with Brooke USA: to have a joint strategic approach to focus on awareness.
- Ejiao in Europe: formulation of a strategy aimed at advocating for a cessation of the importation and sale within the European Union.

Our enablers:

In 2025/26:

- We are honing our brand proposition to clarify Brooke's purpose, in order to reach the headroom in our target audience groups. Additionally, to support this work, we're exploring a case for investment to promote this across media. Our desired outcome will be to gain brand consistency and raise people's potential to support us.
- We will be working to bring AI into Brooke's practices to save our staff time on administrative tasks, as well as to, accelerate creativity. Various use cases will be explored around general efficiency, better targeted fundraising campaigns, and more effective programme delivery. During these explorative efforts we will monitor and evaluate before expanding their use. These forays into AI will balance effectiveness against ethical and legal considerations to ensure that our use of AI is safe, moral, and compliant.
- We will improve efficiency of digital fundraising through implementing streamlined best practice new donation forms.
- We will be launching our new website to drive engagement and fundraising through our Digital User Experience project.
- Pilot our brand-new regular giving product with testing and learning from supporter feedback
- Increase operational efficiency by streamlining our finance processes and using tools that integrate with our existing systems.
- Continue to build a data and insights-driven approach.
- Further enable global services and collaboration.
- Brooke's new Diversity, Equality and Inclusion strategy will be implemented in the coming 12 months.
- Our global safeguarding work continues with actions from our safeguarding review and refresher training for all safeguarding Focal.
- We will roll out our HR Management System (CiPHR) globally to our country offices to ensure a coherent system.

FINANCIAL AND ADMINISTRATIVE REPORT

TRUSTEES' ADMINISTRATIVE REPORT

The Trustees of Brooke present their Annual Report for the year ended 31 March 2025 under the Charities Act 2011 and the Companies Act 2006, including the Directors' Report and the Strategic Report, together with the audited financial statements for the year.

OBJECTIVES AND PRINCIPAL ACTIVITIES

The objectives, principal activities and future developments of the charity are described in the Financial Review and Strategy section of the Trustees' annual and strategic report, starting on page 29.

ADMINISTRATIVE DETAILS OF BROOKE, OUR TRUSTEES AND ADVISERS

The Brooke Hospital for Animals is registered with the Charity Commission as a charity and with Companies House as a company limited by guarantee. The Brooke Hospital for Animals is governed by its Memorandum and Articles of Association. The Brooke Hospital for Animals is registered with the Office of the Scottish Charity Regulator for fundraising purposes.

President

Her Majesty The Queen

Honorary Vice Presidents

Dr David Jones MRCVS

Ann Searight

Patrons

HRH Princess Alia bint Al Hussein of Jordan

Alastair Stewart OBE

Ambassadors

Esme Higgs

Nigel Payne MBE

Hannah Russell

Gemma Stevens

Major Richard Waygood MBE

Jane Holderness-Roddam CVO CBE

Monty Roberts

Dr Scott Miller (appointed 8th May 2025)

Trustees

Kirsty Hayes, Chair
Mark McLaughlin (1,2,3), Honorary Treasurer
Dr Linda Susan Belton (1)
Rajat Dhawan (1) (resigned 12th May 2025)
Amy Jane Jankiewicz (3)
Heather Killen
Professor Cheikh Ly (3) (resigned 3rd October 2024)
Gaynor Miller (2,3) (Deceased)
Christopher Tattersall (1, 2)
Padmapriya Tirukurungudi Santham (3) (appointed 11th December 2024)
Eric Munene Kimani (1,3) (appointed 11th December 2024)

1. Member of Finance Committee
2. Member of Remuneration Committee
3. Member of Governance Committee

Company Secretary

Richard Sims

Senior Leadership Team

Christopher Wainwright, Chief Executive Officer
Nicola Chevis, Director of International Programmes
Bernadette Gilbert ACA, Chief Financial Officer (resigned 31st December 2024)
Aragie Yimer, Chief Financial Officer (appointed 1st January 2025)
Enrico Tizzano, Chief Transformation Officer (resigned 4th April 2025)
Bo Ruan, Director of Technology and Data (appointed 1st April 2025)
Jasvir Kaur, International Director of Fundraising and Communications

Bankers

Barclays Bank PLC 50 Pall Mall London, SW1A 1QD

Auditors

Crowe U.K. LLP 55 Ludgate Hill, London, EC4M 7JW

Solicitors

Bates, Wells & Braithwaite Cheapside House, 138 Cheapside, London, EC2V 6BB

Investment fund managers

James Hambro & Partners LLP Ryder Court, 14 Ryder Street, London, SW1Y 6QB

Company number no: 04119581 registered as a charity in England and Wales no: 1085760
Registered with office of the scottish charity regulator no: SC050582

The Brooke Hospital for Animals, 66 Lincoln's Inn Fields, London, WC2A 3LH

FINANCIAL REVIEW & STRATEGY

This is the third year of Brooke's global strategy. As a consequence of strategic focus on driving efficiency and effectiveness, charitable expenditure has further increased this year by 14% on 2023/24. This means our charitable expenditure increased by 27% over the three-year period (£14m to £17.8m).

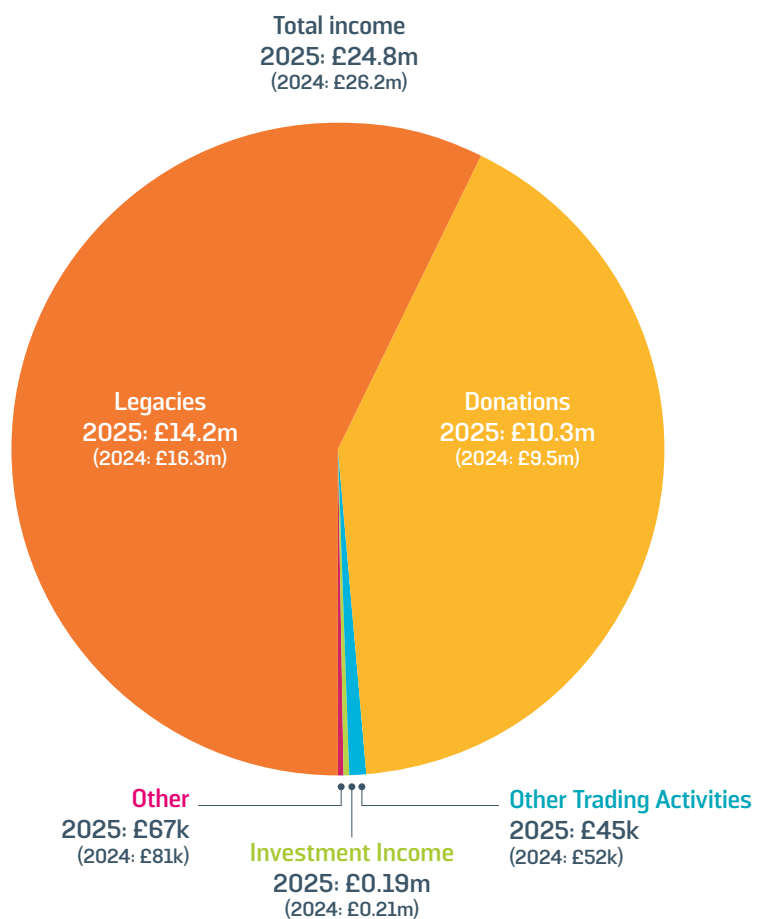
Brooke has ambitious fundraising targets and significant internal digital transformation is taking place to enable delivery. We have successfully implemented a new Customer Relationship Management (CRM) tool this year which will drive income growth, and we are also undertaking other digital projects. As detailed below, the level of our legacy pipeline remained high at £18.1m. While this future income will support Brooke's ambitious plan of expanding our charitable work, it is a challenge in the short term as it impacts cash flow. Alternative plans are in place to mitigate this risk.

While last year was exceptional year for Brooke, as we had the highest ever income due to few large legacy receipts, this year has also been successful as our income is the second highest on record at £24.8m. Brooke continued to be supported by our generous donors, our country programmes have been undertaking programmatic activities during the financial year and will continue to deliver Brooke's global strategy.

TOTAL INCOME

Total Income for the year has decreased by £1.4m from £26.2m to £24.8m, primarily as a result of the decrease in legacy income which was exceptionally high last year. This income is made up as follows:

- Legacy income for the year was £14.2m, which is a decrease from last year of £2.1m. Last year has benefited from receiving few high-value legacy payments. The legacy pipeline (i.e. the estimated value of legacies we have been informed of but not included in the accounts due to income recognition criteria not being met) is £18.1m as of 31st March 2025 that compares to £18.7m in 2024. Despite receiving a significant legacy income during this financial year, our legacy pipeline continues to be robust.
- Income from donations is £10.3m which is an increase of £0.8m on prior year. Despite this increase, our ambition to grow our fundraising income continue to be impacted by the change in the external environment, both by political and economic uncertainties.
- The remaining income is made of trading activities £45k (2024 £52k), investment income £187k (2024 £212k) and other income £67k (2024 £81k).



GAIN ON INVESTMENT ASSET

The returns from our investment portfolio in the form of interest and dividends, which is recognised as income, was £187k (2024: £212k). The underlying market value of the investment portfolio, which is shown in Note 9 in our accounts, reports an unrealised gain of £717K (2024: £1.3m).

The substantial gain that we made during the first three quarters of the year from our portfolio has been negatively impacted by government change and the tariffs introduced by the new US administration. This change resulted in significant uncertainty and the stock markets responding negatively.

TOTAL EXPENDITURE

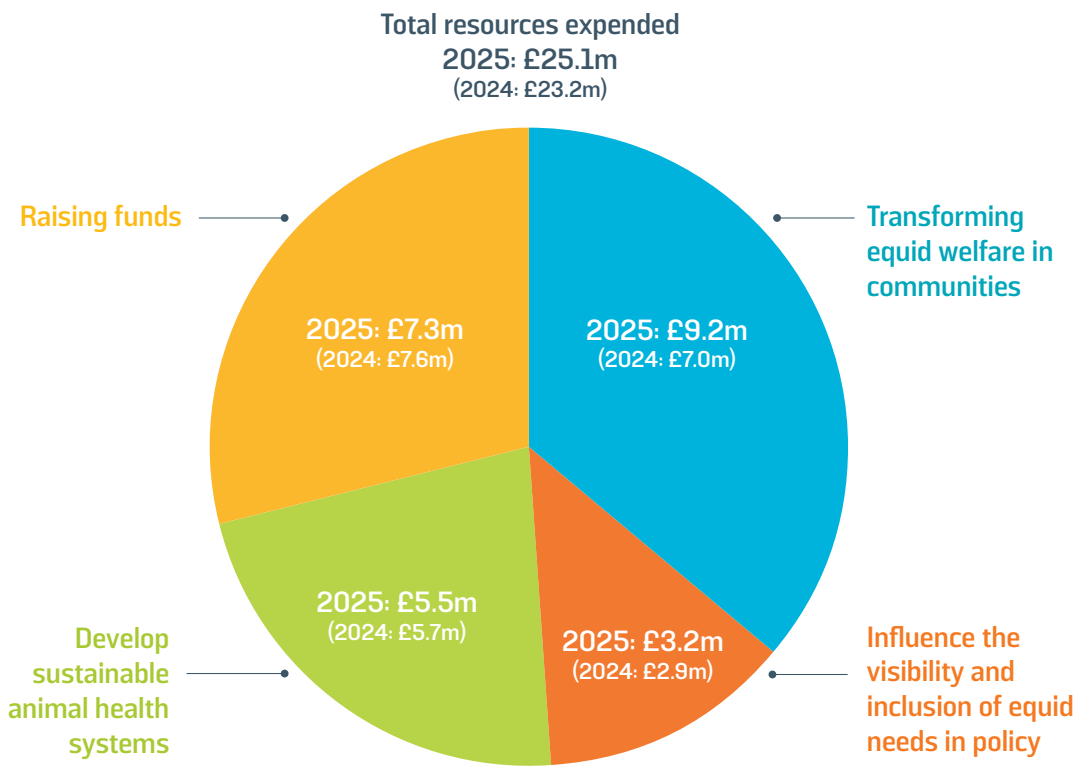
Total expenditure for the year has increased by £1.9m from £23.2m to £25.1m, which is primarily as a result of increase in charitable expenditure. Support and overhead costs are allocated between Fundraising and Charitable activities as in Note 3 and in line with our accounting policy in Note 1F.

FUNDRAISING ACTIVITIES

Investment in fundraising activities of £7.3m (2024: £7.6m) is decreased by £0.3m on prior year, this is primarily due to change in overhead and some direct campaign allocation methodology. Allocated support cost and overhead cost are included in this overall fundraising cost (Note 3).

CHARITABLE ACTIVITIES

Total expenditure on charitable activities is £17.8m (2024: £15.7m) an increase year on year of £2.1m. This is because of both an increased funding through our programme expansions and a change in overhead allocation methodology. Charitable expenditure has continued to increase this year and it is anticipated to increase further next year given our expansion plans to deliver the approved hoof print project.



RESERVES POLICY

The Board of Trustees reviews and agrees the reserves policy annually.

The main objectives of Brooke's reserves policy, in accordance with its Memorandum, are to:

- Ensure the future security of Brooke by retaining sufficient funds to enable it to function effectively in the short term, while ensuring these funds will continue to be applied to the pursuit of its charitable objectives in the long term.
- Provide funds for the expansion of overseas charitable activities, particularly in the target regions of Africa, Asia and Latin America and Caribbean.
- Fulfil Brooke's obligations to beneficiaries and employees to sustain long-standing large-scale projects with recurrent operating costs.

The reserves are classified as follows:

Restricted Funds

When donors stipulate how their donations may be spent these funds are restricted to those initiatives. In some cases, there will be a slight time-lag between when such funds are received and when they are expended. At 31 March 2025, restricted fund balance totalled £52,823.

Designated Funds

The Board of Trustees has recognised the designated funds would support Brooke's strategy through the following initiatives:

- A phased expansion into existing and new countries through collaborative partnerships that deliver sustainable change.
- New website.
- Other projects, including Capex investment in UK and Country Programmes.

The designated funds at 31 March 2025 were £3.4m (see Note 10), a decrease of £138K versus last year. The Trustees anticipate the designated funds will be utilised over the next three years.

General funds

The General funds are comprised of the;

Minimum reserves – to maintain sufficient funds that allows Brooke to continue operating for the short term. The Minimum Reserves have been determined on the following basis;

- To support the Country Programmes and UK operations for up to five months
- Settle any compensation to staff in accordance with legal and statutory requirements
- Due to the significant increase in our legacy pipeline, this has occurred due to a backlog at both HM Courts & Tribunals Service and within HM Revenue and Customs, our reserve policy has been adjusted to reflect this increase. The Trustees will review this annually and adjust as required.

General Reserves – any funds that are in excess to the Minimum Reserves and would be available to be spent on any of the Charities purposes.

The General Funds held at 31 March 2025 amounted to £10.1m, of this £1.7m are held as fixed assets, which equates to four months in excess of the Charity's Minimum Reserve policy. We will use excess funds to expand our charitable activities in country programmes. General Funds do not include the £3.4m the Trustees designated at the 31st March 2025 to support Brooke's strategy, this designated fund will be reviewed by the Trustees on an annual basis and adjusted as required.

ETHICAL INVESTMENT POLICY & STRATEGY

Brooke's investment powers are set out in our Memorandum and Articles of Association.

In accordance with those powers, the board has appointed professional fund managers to manage the investment portfolio, which represents a substantial proportion of our reserves. The fund managers are issued with investment guidelines, which are determined by the finance committee on behalf of the board.

Brooke's investment objectives are:

- **To safeguard the funds of Brooke**
- **To make secure investments which will grow in value sufficiently to protect the funds against inflation**
- **To generate the best return possible from these funds in order to assist Brooke to carry out its purposes, within the limits of safety detailed as above**

An ethical investment policy was approved by the Board that mirrors Brooke's ethos and values. Following a tender process, the Trustees appointed James Hambro & Partners to invest Brooke's reserves according to the new investment policy.

At 31 March 2025, 100% of Brooke's total investments were held in asset classes managed by the James Hambro & Partners (JH&P).

The portfolio of assets, managed by James Hambro & Partners, are held in segregated accounts and, in the event of failure, would revert to Brooke.

The investment with James Hambro & Partners is a long-term investment for which the funds are not expected to be required in the short term.

INVESTMENT PERFORMANCE

The total return for the Brooke's longer-term investment portfolio was +5.5% for the year ending 31st March 2025. This compares to reference benchmarks of +2.6% and +2.7% for a composite of market indices and the peer group* respectively. Markets have generally performed well despite persistent geopolitical and fiscal pressures although there is a notable divergence by sector and style. The portfolio remains highly diversified across different asset classes including equities that aim for real (inflation beating) returns alongside other more defensive assets such as bonds, gold, cash and some carefully selected absolute return funds.

GOING CONCERN

There is a reasonable expectation that Brooke has adequate resources to continue in operational existence for the foreseeable future. Considering the strong level of reserves held and our robust legacy pipeline, the trustees believe that there are no material uncertainties that call into doubt the charity's ability to continue.

Despite some inherent challenges such as conflict and instability in some areas we work, our country programmes have years of experience in delivering our programme activities in complex situations and they are equipped with skills to respond with agility and adaptiveness.

That is why we continue to increase our activities year on year, not only our business-as-usual activities but also our new Hoof Print expansion project, which has contributed to increasing our charitable spend this year, totalling £25.1m. Thanks to the incredibly generous supporters and those who left gifts in their Wills, our income for 2024/25 exceeded expectations, reaching the second highest ever in Brooke's record of £24.8m. This coupled with our robust legacy pipeline, circa £20.8m at the time of writing this report, will help us to expand our programmatic work and address some of the challenges such as inflation.

Brooke's planning and budgeting process include a longer-term financial projection and scenario planning of the charity's income and expenditure and levels of reserves. In addition, we will ensure that our financial planning reflects any significant external changes. We are in the process of developing our next strategy and we will ensure that it is supported by long-term financial projections.

We manage our cash flow closely and have alternative short-term plans in place to manage any potential delays in income receipts, particularly legacy income. Our risk management process has been reviewed recently to make it more dynamic and strategic, so that appropriate mitigations are in place for risks that would potentially affect the delivery of our strategic objectives.

These robust processes on planning, budgeting and risk management have supported the Trustees in ensuring Brooke is well-placed to manage the business risks it faces with sufficient levels of reserves and a steady, predictable cash flow. After considering these factors, the trustees have concluded that Brooke has a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future and have continued to prepare the financial statements on the basis that the charity is a going concern.

RISK MANAGEMENT & INTERNAL CONTROL

Brooke has an organisation-wide, risk management process involving all country programmes and the UK office in the identification of risks to the charity and the development of appropriate mitigation plans. The risks are reviewed on a quarterly basis, ranked by the likelihood of occurrence and potential impact on our operations.

Major risks and the risk management process are discussed quarterly with the Finance Committee and twice a year with the Board. However, the management of day-to-day operational risks is delegated to the Senior Leadership Team to proactively manage throughout the year.

The Board's risk appetite guides the risk management process. The Board recognises that it is necessary to accept that not all risks can be fully mitigated against, particularly those that fall beyond Brooke's control. However, the Senior Leadership Team actively monitor and manage such risks to provide reasonable, but not absolute, assurance that we are protected.

The Board approves a comprehensive annual plan and budget for Brooke. Performance is measured against objectives set out in these plans on a quarterly basis by the Board and its Committees. Material variances, together with any revised financial forecasts, are submitted regularly to the Finance Committee and to the Board. During the annual planning process, risk identification and management as well as the formal approval of any business initiatives, take place. Internal controls audits are commissioned on a regular basis and are prioritised using a risk-based approach. These reports are submitted to the Finance Committee, together with regular progress updates on the implementation of recommendations.

The Board is satisfied that these systems, combined with internal financial controls and the reserves policy, will ensure that sufficient resources are available to meet the immediate needs of Brooke in the event of adverse conditions.

The principal areas of risks and the mitigation plans for Brooke are:

Risk	Mitigation
<p>Safeguarding: Safeguarding abuse and the abuse of power could be identified in Brooke.</p> <p>Impact: This will have negative impact on the survivor and reputational damage for the organisation – both within the country and Brooke globally.</p>	<p>Safeguarding Policy, Procedures, and related training for all staff and trustees across our geography along with Brooke's Code of Conduct and Anti-Malpractice in the Workplace Policy. In the UK, a very skilled HR team provides professional expertise in support of incident management.</p>
<p>Breach of legal and regulatory compliance: Non-compliance with UK and relevant international laws and regulations including in-country legal registration.</p> <p>Impact: This could lead to reputational damage, legal penalties and affect our ability to work in some locations.</p>	<p>Completing mandatory annual compliance trainings for all staff and continuing to maintain a close working relationship between the Country Programme and Brooke UK legal teams. Maintain a close collaboration between Affiliate and UK Boards, making sure alternative contingency plans are in place in case of registration issues. Work closely with the authorities in each country of operation to ensure compliance with laws governing NGOs.</p>
<p>Cyber security: Breach of services, systems and data through cyber-threats as defined by National Cyber Security Centre (NCSC), Malware, Ransomware and Hacktivists.</p> <p>Impact: This will have reputational, legal and regulatory and financial impacts.</p>	<p>Regular review of systems, processes, and technology to ensure they are fit for purpose. Regular staff training on threats and mitigation approaches to reduce the likelihood of cyber incidents occurring. Appropriate level of cyber security insurance is in place. In process of implementing a 24/7 Security Operation Centre (SOC) with third party to provide constant surveillance of our technology estate.</p>
<p>Income generation: The economic and political situation could negatively impact our supporters, resulting in reduced income levels. Delays in probate and external estate administration.</p> <p>Impact: This could potentially affect our ability to deliver planned programme activities, our cash flow and reserves positions.</p>	<p>The Board and Senior Leadership Team will ensure that our financial planning reflects any significant external changes. We have financial planning and analysis in place to ensure our budgets and forecasts are robust and monitored and that the Finance Committee and Board receives regular reports on performance of the approved annual budget and the impact of variances on cash flow and reserves.</p> <p>Regular review of our legacy pipeline notified cases and the impact of delays on cash flow to ensure informed decisions on priorities.</p>

Risk	Mitigation
<p>Operating overseas and inflation:</p> <p>A deterioration in political and security conditions within our countries of operation could lead to disruptions in programme activity and a threat to the safety of Brooke personnel. Working with partners could also lead to non-compliance and misuse of charity funds.</p> <p>Impact:</p> <p>This could lead to reputational as well as financial impacts. Furthermore, enhanced inflation levels within our overseas countries may reduce the scale of operations underway.</p>	<p>Plans are developed so adaptation can take place should security conditions result in reduced activity. All employees undertake security training and Country Directors constantly review operating conditions ensuring the safety of employees and partners is prioritised. Brooke UK follows FCDO advice before any foreign travel takes place.</p> <p>Due diligence check for new partners is in place and timely financial and non-financial project performance are required from all partners.</p> <p>We prioritise key programmatic activities so that in the event of enhanced inflation beyond our anticipation, we can still deliver on key strategic objectives.</p>
<p>Adoption of change:</p> <p>Appetite for organisational change and adoption may not be at a level required to enable Brooke to deliver organisational efficiency.</p> <p>Impact:</p> <p>This may impact the allocation of resources and programme delivery.</p>	<p>Change management training has been provided for all staff. As part of the digital transformation programme, significant support was provided to staff on adopting change. A new Business Improvement team has been created that works with the HR Business Change Manager to continue to promote change management within the organisation.</p>

STRUCTURE, GOVERNANCE AND MANAGEMENT

Brooke is constituted as a company limited by guarantee registered in England and Wales and a registered charity. Its objects and powers are set out in its Memorandum and Articles of Association. The Brooke Hospital for Animals is registered with the Office of the Scottish Charity Regulator for fundraising purposes.

Brooke activities are coordinated from its headquarters in London. In 2024/25, we had an average of 230 staff led by the Chief Executive and other members of the Senior Leadership Team.

BOARD OF TRUSTEES

For the purposes of company law, the directors of Brooke will be referred to as the Trustees throughout this report. They are also Trustees for charity law purposes. The Board of Trustees is the governing body of Brooke and comprises a minimum of six and a maximum of 15 people. It met in person four times in 2024/25. Trustees who served during the year are shown on page 28.

The Board is supported by a finance committee, a governance committee and a remuneration committee. The finance and governance committees each met four times last year and the remuneration committee met once during the year.

The terms of reference and membership of every committee is set by the Board of Trustees. Trustees are appointed by co-option and serve an initial term of four years, calculated from the AGM at which their appointment is ratified by the members. Trustees may offer themselves for reappointment to complete a second, four-year term and may serve an additional year, if there is a requirement for the term to be extended.

Trustees do not receive any remuneration for their services. The members of the company compromise all of the Trustees. The members have guaranteed the liabilities of the company up to £1 each.

Trustees are appointed through an open recruitment process that is widely publicised. Short-listed applicants are interviewed by a selection panel. The Board recognises, respects and welcomes diverse, different and at times conflicting Trustee views. Appointments are made based on merit, using objective criteria and considering the benefits of diversity on the Board, including gender, ethnicity and nationality.

New Trustees receive a structured induction to Brooke and are encouraged to visit an overseas operation as soon as practicable after their appointment. Some Trustees are linked with a country of operation, as they are a board member of those countries.

The Board undertakes a formal and rigorous biennial evaluation of its own performance and that of its Chairperson. The evaluation of the Board considers the balance of skills, experience, independence and knowledge of our organisation.

Brooke applies the Charity Governance Code in its work. The Board is clear about the charity's aims and ensures that they are delivered effectively and sustainably. The Board provides strategic leadership and acts with integrity, adopts values, applies ethical principles to decisions and creates a welcoming and supportive culture which helps achieve Brooke's purposes.

The Board ensures that its decision-making processes are informed, rigorous and timely, and effective delegation, control and risk assessment and management systems are established and monitored. It also works as an effective team, using the appropriate balance of skills, experience and knowledge to make informed decisions. The Board has a clear, agreed and effective approach to supporting equality, diversity and inclusion throughout the organisation and in its own practice. This approach supports good governance and the delivery of Brooke's charitable purposes. The Board leads Brooke in being transparent and accountable.

ORGANISATIONAL STRUCTURE

The Board is responsible for approving the policies and organisational strategy and ensuring the effective use of our resources in accordance with our charitable objectives and UK law. It exercises overall responsibility for the direction, management and control of Brooke by supervising the work of the Chief Executive and, through him, the staff, so that the organisation is run efficiently and accountably. In order to achieve this, the Board reviews all long-term strategic and financial plans including annual plans and budgets; all major operational and financial policies; and all extensions of Brooke's work, whether through the expansion of existing operations, or establishment of operations in new countries.

The performance of the CEO is appraised annually through a formal process led by the Chairman. All Trustees are invited to comment on the CEO's performance against predetermined objectives and feedback is given in a meeting supported by a written report. All senior staff receive ongoing performance management and an annual appraisal with feedback provided by the CEO about how they have contributed to the achievement of the strategy and any personal development areas they may have.

The salaries of all staff, including that of key management personnel (Senior Leadership Team, as set out on page 28), are set based on external pay benchmarking via the use of market data taken from sector pay surveys and reports. To ensure that pay remains competitive in the marketplace, all staff normally receive an annual cost of living reward which is based on external data extracted from economic reports and sector trends.

RELATIONSHIPS WITH OTHER ORGANISATIONS

In addition to our two international fundraising partners, Brooke Netherlands and Brooke USA, Brooke has many important relationships with other organisations overseas.

Brooke USA is a US 501(c) (3) organisation. It supports the work of Brooke and shares our mission to support the welfare of working equine animals. Some administrative functions are provided to Brooke USA.

Brooke affiliate organisations in India, Pakistan and East Africa are independent legal entities, established and registered in accordance with local laws and guided by their own Boards of Trustees or directors. Brooke

Ethiopia, Brooke Latin America & Caribbean and Brooke West Africa are all branches of Brooke. Brooke Egypt is a sister organisation primarily funded by Brooke Netherlands. Brooke also works through collaborative partnership with organisations operating in Guatemala, Honduras, Kenya, Nepal, India, Pakistan, Senegal, Burkina Faso, Tanzania and South Sudan.

Brooke affiliate or branch offices are headed by a Chief Executive, a Country or Regional Representative, a Director or General Manager and each has an annual or multi-year country plan in line with Brooke's Global Strategy. The contact details for each are shown on page 67.

Representatives from each Brooke organisation across the world constitute the Global Advisory Council which meets every two years. This has no executive function but provides advice to Brooke's Board on any matters affecting our organisation. It has clear terms of reference and membership is extended to include Brooke's Honorary Vice Presidents.

The collaborative partnerships are between Brooke and third-party entities in accordance with the terms of Grant Agreements approved by the Board which, unless specifically agreed otherwise, restrict Brooke's commitment to a period of 12 months. Partners' strategic fit and ability to deliver the programme are reviewed in accordance with Brooke's Partnership Guidelines. Partners' financial controls are reviewed as part of initial financial due diligence exercise and subsequently as part of a rolling audit programme carried out by Brooke.

During 2024/25, the following organisations worked in partnership with Brooke.

Partnerships with Brooke UK

Animal Health Training and Consultancy Services (AHTCS) in Nepal

PARTNERSHIPS WITH ORGANISATIONS IN COUNTRY PROGRAMMES

BROOKE LATIN AMERICA AND CARIBBEAN

Funded partners:

- Cooperativa de Agroturismo Rural – Biometepe R.L. (F&F) – Nicaragua
- Asociación para la Diversificación y el Desarrollo Agrícola Comunal (ADDAC) – Nicaragua
- Asociación de Desarrollo Pespireense ADEPES – Honduras
- Universidad Nacional de Agricultura Honduras (UNAG)
- The Food and Agriculture Organization (FAO)

Intragovernmental partners:

- Centro de Coordinación para la Prevención de los Desastres en América Central y República Dominicana (CEPREDENAC)

Government partners:

- Instituto de Protección y Sanidad Agropecuaria (IPSA)
- Sistema Nacional Para la Prevención, Mitigación y Atención de Desastres (SINAPRED)
- Comisión Permanente de Contingencias (COPECO) – Honduras
- National Emergency Management Organization (NEMO), Belize.

BROOKE ETHIOPIA

Ripple Effect (Send A Cow Ethiopia)

Elnet Foundation

Jimma University

Wollo University Bahir Dar University

Hawassa University

Haramaya University

BROOKE INDIA

Animal Husbandry and Veterinary Department, Govt of Assam *

Animal Husbandry and Veterinary Department, Govt. of Uttarakhand *

Digital Health Associate Pvt. Ltd., Navi Mumbai, Maharashtra *

Foundation for Ecological Security (FES), Anand, Gujarat *

Karnataka Veterinary, Animal & Fisheries Sciences University (KVAFSU), Bidar, Karnataka *

Nanaji Deshmukh Veterinary Sciences University, Jabalpur (NDUVS) *

Rajasthan University of Veterinary and Animal Sciences (RAJUVAS), Bikaner, Rajasthan *

Tamil Nadu Veterinary and Animal Sciences University (TANUVAS), Chennai, Tamil Nadu *

Sher-e-Kashmir University of Agricultural Sciences and Technology (SKUAST-K), Srinagar, J&K *

College of Veterinary Sciences and Animal Husbandry, Central Agricultural University, Selesih, Aizawl *

Xavier Institute of Social Service (XISS), Ranchi, Jharkhand *

ICAR- Indian Veterinary Research Institute (IVRI) *

ICAR -Central Institute for Research on Goats (CIRG), Makhdoom, Uttar Pradesh *

ICAR-National Research Centre for Equines (NRCE), Hisar, Haryana *

BROOKE PAKISTAN

Sindh Rural Support Organisation (SRSO) Sukaar Foundation
Sindh Agriculture University Tandojam
Coalmines Owners Association (COA)
Brick Kilns Owners Association (BKOA) *
Pakistan Girls Guide Association (PGGA) *
Livestock & Dairy Development Punjab (L&DD) *
Livestock & Dairy Development Sindh (L&DD) *
Livestock & Dairy Development Khyber Pakhtunkhwa (L&DD) *
The University of Agriculture Faisalabad (UAF) *
The University of Veterinary and Animal Sciences Lahore (UVAS) *
Riha College of Veterinary Sciences *
Pir Mehr Ali Shah Arid Agriculture University (PMASAAUR) Rawalpindi *
Bahauddin Zakariya University
Multan (BZU) *
The University of Agriculture Peshawar (UAP) *
Cholistan University of Veterinary and Animal Sciences (CUVAS) Bahawalpur *
Society for Prevention of Cruelty to Animals Punjab (SPCA) *

BROOKE EAST AFRICA

Anglican Development Services of Mount Kenya East (ADSMKE)
Agency for Cross Border Pastoralists Development (APAD)
Arusha Society for the Protection of Animals (ASPA)
Caritas – Kitui
Farming Systems Kenya (FSK)
Inades-Formation Kenya
Inades-Formation Tanzania
Kenya Society for Protection and Care of Animals (KSPCA)
Life Skills Promoters (LISP)
Ripple Effect
Support for Tropical Initiatives in Poverty Alleviation (STIPA)
Vétérinaires sans Frontières Germany (VSFG)
Vétérinaires sans Frontières Suisse (VSF-Suisse)

Government Ministries (national, counties & local levels): *

- Agriculture & Livestock Development *
- Social Services/Community Development/Gender & Public Services *
- Education *
- Interior & National Administration

The African Union Inter-African Bureau for Animal Resource (AU-IBAR) *
World Organization for Animal Health (WOAH) – Regional Office – formerly OIE *
Intergovernmental Authority on Development (IGAD) *
East Africa Community (EAC) *
Kenya Agriculture and Livestock Research Organisation (KALRO) *
Tanzania Livestock Research Institute (TALIRI) *
International Livestock Research Institute (ILRI)*

Veterinary Universities/Animal Health Training Institutions: *

- University of Nairobi * (Kenya)
- Egerton University * (Kenya)
- Kenyatta University * (Kenya)
- Maasai Mara University * (Kenya)
- Sokoine University * (Kenya)
- Chuka University * (Kenya)
- University of Bahr El Ghazal * (South Sudan)
- Upper Nile University * (South Sudan)
- University of Juba * (South Sudan)
- Animal Health and Industry Training Institute (AHITI) * – Kabete, Ndomba and Nyahururu (Kenya)
- Livestock Training Institute (LTI) * – Wajir (Kenya)
- Bukura Agricultural College * – Kakamega (Kenya)
- Livestock Training Agency (LITA) * – Tengeru, Morogoro, Mpwapwa, Buhuri (Tanzania)
- Marial Lou Livestock Training Centre * – (South Sudan)

Public Benefit Organizations Regulatory Authority (PBORA) (Kenya) *

Directorates of Vet Services (DVS) and Veterinary Boards *

Disaster Management Authorities *

National Authority for the Campaign Against Alcohol and Drug Abuse (NACADA) (Kenya) *

Development & Conservation Organisations (various locations): *

- FAO * – VSF-Suisse
- CARE International * – Caritas
- World Vision * – FSK, Ripple Effect
- Hand in Hand * – FSK, Ripple Effect
- Kenya Forest Association * – KENDAT
- Green Belt Movement * – FSK
- Micro and Small Enterprise Organizations *

BROOKE WEST AFRICA

Multiyear partnerships:

- Union des Groupements Associes du Niombata. UGAN Sénégal
- Union des Groupements Paysans de Meckhe. UGPM Sénégal
- Fédération des Associations Paysannes de la Région de Louga. FAPAL Sénégal
- Union Régionale des Associations Paysannes de Diourbel. URAPD Sénégal
- Action pour la Promotion des Initiatives Locales. APIL Burkina Faso
- Institut Africain pour le Développement Economique et Social. INADES Burkina Faso
- Association pour le Développement Intégré et Durable ADID in Sénégal
- Secretariat Général INADES Cote d'Ivoire)
- GAPNET (Ghana poultry network) & Donyaepa. Ghana

The following institutions don't receive grants. However, Brooke West Africa can fund/support the funding of some activities like workshops or trainings.

MOUs with:

- Ministère des Ressources Animales et Halieutiques (MIRAH), Cote d'Ivoire

Training institutes:

- EMESA (Burkina): École Moderne d'Elevage et de Santé Animale
- EISMV (Sénégal) : École Inter-États des Sciences et Médecine Vétérinaires
- Veterinary Board of Burkina Faso: Ordre National des Vétérinaires du Burkina Faso
- ECOWAS (Economic Community of West African States) Regional Animal Health Centre

* Strategic/knowledge partners

GRANT MAKING POLICY

Brooke UK issues grants to Brooke Affiliates, branches and partner organisations. Affiliates and branches in turn make grants to partner organisations in their respective country or region.

These agreements clearly set out our expectations and the deliverables of the third-party entities. Grants to entities are routinely monitored to discuss variance from agreed budgets, operational updates and key programme performance indicators. Programme visits are also undertaken by staff and reports are widely circulated to share learning and understanding. Programme audits are conducted on a periodic basis to monitor the quality of the programmatic deliverables. Extensive due diligence exercises are carried out as part of identifying new partners. These include the assessment of programmatic and financial capabilities as well as the strategic fit.

THE ENVIRONMENT

Brooke is committed to reducing the impact it has on the environment and the Board of Trustees has approved an environmental policy. The well-being of animals and animal-owning communities always remain at the core of Brooke's work and efforts to improve our green credentials will not override our charitable objectives.

PUBLIC BENEFIT

Charity Trustees have a duty to report in the annual report on their charity's public benefit. They should demonstrate that:

1. There is an identifiable benefit or benefits

This report sets out in some detail the activities that Brooke has carried out in order to further our strategic aims. All activity is intended to further Brooke's charitable objective to promote the welfare and relieve the suffering of working equines and other animals in Africa, Asia, the Middle East and South and Latin America and Caribbean, and in any other areas outside the United Kingdom that the Trustees may think fit, for the public benefit, in particular, but not exclusively, by:

- the support, promotion and provision of veterinary and other animal healthcare services whether in the context of veterinary clinics, animal hospitals, other animal healthcare facilities or otherwise;
- the provision, promotion and support of education in the care, welfare and treatment of working equines; and
- advocacy for long term and sustainable improvement of the living and working conditions of working equines, relieving the poverty of owners and users of working animals and their communities by improving the health and welfare of such animals.

2. The benefit must be to the public or a section of the public

The Trustees are therefore confident that Brooke meets the public benefit requirements and they confirm that the Charity Commission's guidance on public benefit has been taken into account.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Strategic Report, the Trustees' report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company; and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company, ensuring compliance with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company, thereby taking reasonable steps for fraud prevention and any other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as each of the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- Each of the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

Crowe U.K. LLP were appointed as Brooke's auditors during the year following a tender process.

This report, which incorporates the Strategic Report, was approved by the Trustees on 24 September 2025 and signed on their behalf:



Kirsty Hayes

Chair

24 September 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF THE BROOKE HOSPITAL FOR ANIMALS

OPINION

We have audited the financial statements of The Brooke Hospital for Animals (the "charitable company") and its subsidiary (the "group") for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheet, Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and the charitable company's affairs as at 31 March 2025 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the Trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion based on the work undertaken in the course of our audit;

- the information given in the Trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' responsibilities statement set out on page 42, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as auditor under section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

EXTENT TO WHICH THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES, INCLUDING FRAUD

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities SORP (FRS 102) and The Charities and Trustee Investment (Scotland) Act 2005. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), employment legislations, taxation legislations and anti-fraud, bribery and corruption legislation. We also considered compliance with local legislation for the group's overseas operating segments.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, grants made to partners and affiliates, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Trustees about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission including any Serious Incidents reporting, review of overseas branch audit reports, review of assurance reports conducted on overseas operations, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's Trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Dipesh Chhatralia
Senior Statutory Auditor
For and on behalf of Crowe U.K. LLP
London

7 October 2025

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025 (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT)

	Notes	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Income:					
Donations and legacies	2, 10	21,573,959	2,882,857	24,456,816	25,812,768
Other trading activities		44,528	-	44,528	51,543
Investments		187,328	-	187,328	212,187
Other		1,200	66,243	67,443	81,357
Total income		21,807,015	2,949,100	24,756,115	26,157,855
Expenditure					
Expenditure on raising funds	3	7,297,823	-	7,297,823	7,574,031
Expenditure on charitable activities:					
Transforming equid welfare in communities		7,697,230	1,456,750	9,153,980	7,023,893
Influence the visibility and inclusion of equid needs in policy		2,742,558	423,389	3,165,947	2,909,408
Develop sustainable animal health systems		4,464,267	1,034,856	5,499,123	5,719,514
Total charitable activities	3	14,904,055	2,914,995	17,819,050	15,652,815
Total expenditure	3	22,201,878	2,914,995	25,116,873	23,226,846
Net gains on investments	9	716,895	-	716,895	1,286,375
Net income/(expenditure)		322,032	34,105	356,137	4,217,384
Total funds brought forward	18	13,187,068	18,718	13,205,786	8,988,402
Total funds carried forward	10, 14	13,509,100	52,823	13,561,923	13,205,786

The notes on pages 50–66 form a part of these financial statements.

CONSOLIDATED AND CHARITY BALANCE SHEET AS AT 31 MARCH 2025

	Notes	Group 2025 £	Group 2024 £	Charity Only 2025 £	Charity Only 2024 £
Fixed assets:					
Intangible Assets	8A	1,343,376	958,076	1,343,376	958,076
Tangible Assets	8B	387,501	470,479	387,501	470,479
Investments & long-term deposits	9	14,606,619	13,844,896	14,606,619	13,844,896
TOTAL		16,337,496	15,273,451	16,337,496	15,273,451
Current assets:					
Debtors	11	3,321,145	2,708,641	3,321,145	2,708,641
Cash at bank and in hand		3,600,209	4,070,846	3,589,277	4,059,914
TOTAL		6,921,354	6,779,487	6,910,422	6,768,555
Current liabilities:					
Creditors: amounts due within one year	12	9,696,925	8,847,152	9,685,993	8,836,220
NET CURRENT LIABILITIES		(2,775,571)	(2,067,665)	(2,775,571)	(2,067,665)
TOTAL NET ASSETS		13,561,923	13,205,786	13,561,923	13,205,786
THE FUNDS OF THE CHARITY					
Unrestricted Income Funds:					
General Funds:	10	10,114,743	9,655,068	10,114,743	9,655,068
General Funds – Capitalised Assets					
Designated Funds	10	3,394,357	3,532,000	3,394,357	3,532,000
Restricted Income Funds	10	52,823	18,718	52,823	18,718
TOTAL FUNDS ¹		13,561,923	13,205,786	13,561,923	13,205,786

¹ The notes on pages 50 to 66 form a part of these financial statements. The financial statements were approved and authorised for issue by the Board of Trustees and signed on its behalf by:



Kirsty Hayes
Chairperson
24 September 2025



Mark McLaughlin
Honorary Treasurer
24 September 2025

CONSOLIDATED CASHFLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2025

		Total Funds 2025 £	Total Funds 2024 £
Schedule A	Net cash provided by (used in) operating activities	48,438	2,785,535
	Cashflow from investing activities:		
	Dividends, Interest from Investments	187,327	212,187
	Proceeds from disposal of fixed assets	1,125	-
	Purchases of Fixed Assets - Tangible	(172,341)	(166,775)
	Purchases of Fixed Assets - Intangible	(490,360)	(737,162)
	Purchase of Investment	(44,826)	(91,230)
	Net cash provided by (used in) Investing activities	(519,075)	(782,980)
	Change in cash and cash equivalents in the reporting period	(470,637)	2,002,556
	Cash and cash equivalents at the beginning of the reporting period	4,070,846	2,068,290
	Cash and cash equivalents at the end of the reporting period	3,600,209	4,070,846
Schedule A	Net movement in Funds for the reporting period (as per the Statement of Financial Activities)	356,137	4,217,384
	Adjustments for:		
	Depreciation Charges	254,381	369,476
	Amortisation Charges	105,059	6,107
	(Gain)/loss on investments	(716,895)	(1,286,375)
	Gifts in Kind	(15,000)	(10,750)
	In Kind Expenses	15,000	10,750
	Dividends and Interest from Investments	(187,328)	(212,187)
	(Profit)/ Loss on the sale of Fixed Assets	(186)	397
	(Increase)/ Decrease in Debtors	(612,504)	(991,210)
	Increase/ (Decrease) in Creditors	849,773	681,943
	Net cash used in/ provided by operating activities	48,438	2,785,535

NOTES

Brooke was established in 1934 to treat horses left in Egypt after the First World War. In recent years we have expanded to deliver programmes across Africa, Asia and Latin America and operate in ten countries. Brooke is an international animal welfare organisation dedicated to improving the lives of working horses, donkeys and mules.

Brooke is registered as a Charity in England and Wales (No. 1085760) and with the Companies House (No. 4119581). Brooke is registered with the Office of the Scottish Charity Regulator (No. SC050582).

1. ACCOUNTING POLICIES

A. BASIS OF PREPARATION

These accounts (financial statements) have been prepared in accordance with the Charities SORP (FRS102) applicable to charities preparing their accounts and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Practice. The accounts are prepared under the historical cost convention, with the exception of quoted investments which are stated at market value.

Going Concern

There is a reasonable expectation that Brooke has adequate resources to continue in operational existence for the foreseeable future. Considering the strong level of reserves held and our robust legacy pipeline, the trustees believe that there are no material uncertainties that call into doubt the charity's ability to continue. Despite some inherent challenges such as conflict and instability in some areas we work, our country programmes have years of experiences in delivering our programme activities in complex situations and they are equipped with skills to respond with agility and being adaptive.

That is why they continue to increase their activities year on year, not just only on business-as-usual activities but also on our new Hoof Print expansion projects which has contributed to increasing our charitable spend this year totalling £25.1m. Thanks to the incredibly generous supporters and those who left gifts in their Wills, our income for 2024/25 exceeded expectations, reaching the second highest ever in Brooke's record of £24.8m. This coupled with our robust legacy pipeline, circa £20.8m at the time of writing this report, will help us to expand our programmatic work and address some of the challenges such inflation.

Brooke's planning and budgeting process include a longer-term financial projection and scenario planning of the charity's income and expenditure and levels of reserves. In addition, we will ensure that our financial planning reflects any significant external changes. We are in the process of developing our next strategy and we will ensure that it is supported by long term financial projections.

We manage our cash flow closely and have alternative short-term plans in place to manage any potential delays in income receipts, particularly legacy income. Our risk management process has been reviewed recently to make it more dynamic and strategic so that appropriate mitigations are in place for risks that would potentially affect the delivery of our strategic objectives.

These robust processes on planning, budgeting and risk management have supported the Trustees in ensuring Brooke is well placed to manage the business risks it faces with sufficient levels of reserves and a steady, predictable cash flow. After considering these factors, the trustees have concluded that Brooke has a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future and have continued to prepare the financial statements on the basis that the charity is a going concern.

Consolidation

The statement of financial activities and balance sheet consolidate the results of Brooke, its subsidiary and the branches on a line by line basis. Further details of the subsidiary are given in Note 16. No separate income and expenditure account has been presented, as permitted by Section 408 of the Companies Act 2006. The functional currency of Brooke is GBP.

The group's gross income for the year was £24.8m (2024: £26.2m) and gross expenditure was £25.1m (2024: £23.2m).

B. TANGIBLE FIXED ASSETS AND DEPRECIATION

Items costing £1,000 or more are capitalised and depreciated at the following rates:

Fixtures & fittings	10%–20% Per annum straight line
Office equipment	10%–25% Per annum straight line
Computers & software	12%–33.3% Per annum straight line
Vehicles	15%–20% Per annum straight line
Leasehold improvements	Life of the lease

The Group accounts include all assets purchased by overseas branches.

C. INTANGIBLE FIXED ASSETS

Customer Relationship Management (CRM) and website development costs have been capitalised within intangible assets as they can be identified with a specific project anticipated to produce future benefits. The CRM is capitalised on a straight-line basis over seven years. Once brought into use, the website will be amortised on straight-line basis over three years.

D. INVESTMENTS

Investments are stated at market value. Net gains and losses on investments, calculated as the difference between market value at the end of the period or sale proceeds and their market value at the start of the period, are credited or charged to the Statement of Financial Activities in the period of gain or loss.

Cash held within the investment portfolio is included within the fixed assets as investments that are managed by James Hambro & Partners.

Cash held on short-term deposits is directly managed by Brooke.

E. INCOME

Income is recognised in the financial statements when Brooke is legally entitled to the income, receipt is probable and the amount can be measured with reasonable accuracy.

In the case of donations and grants received during the year, they will be fully accounted in that year unless they are subject to performance-related conditions or other terms and conditions that may prevent income recognition. Gift aid on donations is accounted for on an accruals basis where applicable, in the same year as the associated donation.

Entitlement to both Residuary and Pecuniary legacies is deemed to be the earlier of a payment being received, or notification of a distribution, or notification of the final estate accounts being approved by the executors.

In the case of pecuniary legacies, income is accrued if the following additional criteria have also been met:

- Probate has been granted
- Notification is over six months old
- The will is unlikely to be contested
- The estate has sufficient assets

Where a legacy is subject to the interest of a life tenant, the legacy would not be recognised as income until the death of the life tenant.

Investment income and any related recoverable income tax is accounted for on an accrual basis.

F. EXPENDITURE

Expenditure is classified by reference to specific activity categories, so that all direct costs relating to a specific activity have been aggregated.

Expenditure on raising funds comprise the costs associated with attracting voluntary income, the costs of trading for fundraising purposes and the costs directly attributable to managing Brooke's investments. These also include expenditure of an indirect nature necessary to support them.

Expenditure on charitable activities represents costs incurred to meet the objectives of Brooke. It includes both costs that can be allocated directly to such activities as well as costs of an indirect nature necessary to support them. Grants payable are recognised as soon as a constructive or legal obligation is entered into by Brooke.

Governance costs include costs associated with meeting Brooke's constitutional and statutory requirements. These include the audit fees and costs linked to the strategic management of Brooke.

Costs relating to a particular activity are allocated directly, while others are apportioned on an appropriate basis as set out in Notes 3. Irrecoverable VAT is included as part of the expenditure to which it relates.

Redundancy costs (termination benefits) are recognised as an immediate cost and charged to the SOFA on a demonstrable commitment to termination, with provision for future redundancy costs measured at a best estimate of the expenditure that would be required to settle the obligation at the reporting date.

G. FINANCIAL ASSETS AND LIABILITIES

Brooke has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash and bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors.

Investments, including bonds held as part of an investment portfolio are held at market value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. The market value of the investments at the Balance Sheet date is £14,606,619. Investments in subsidiary undertakings are held at cost less impairment. An analysis of assets and liabilities is set out in Note 14.

H. OPERATING LEASES

Rentals payable are charged to the Statement of Financial Activities over the period of the lease, on a straight line basis.

I. PENSION COSTS

Brooke operates a defined contribution pension scheme for our employees. Contributions to the scheme are charged to the Statement of Financial Activities when incurred.

J. FUNDS

Restricted funds are generated when donors stipulate how their donations may be spent and these funds are restricted to those initiatives. An analysis of the movements on restricted funds is set out in Note 10.

Unrestricted funds are generated when the donors do not stipulate how the income may be spent and the funds support the charity to carry out our work. Unrestricted funds are divided into two further classifications:

Designated reserves are funds to support Brooke to achieve its strategy, the purpose of these funds is set out in Note 10.

The Trustees anticipate the designated reserves to be fully utilised over the coming three years.

General reserves are the minimum level of funds set aside to cover possible operational and financial risks identified as part of the annual planning process, and a contingency fund for other unidentified operational issues.

An analysis of the movements on unrestricted funds is set out in Note 10.

K. FOREIGN EXCHANGE

Transactions denominated in foreign currency are translated at the rate of exchange ruling at the balance sheet date. Income and expenditure transactions incurred in a foreign currency are translated during the course of the year at the rate of exchange prevalent at the date of transaction and are disclosed in the Statement of Financial Activities.

As of 31 March 2025, Brooke had committed to 176.7m INR (£1.6m), 224m PKR (£0.6m) and 320m KES (£1.9m). The value of movement in the forward contracts from the date of commitment to 31 March 2025 was a decrease of £16,025 which has not been recognised in the financial statements, on the grounds of it being trivial.

L. TAXATION

Brooke Hospital for Animals, as a registered charitable company, is not subject to Corporation Tax, other than on its trading activities, if statutory limits are exceeded. No liability is payable in respect of such activities (2024: nil). Income Tax suffered by deduction is reclaimed in full from the HMRC.

Brooke is registered for VAT and has partial exemption in respect of our trading activities.

M. JUDGEMENTS AND ESTIMATES

In the application of the charity's accounting policies, which are described in Note 1, Trustees are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period; or in the period of the revision and future periods if the revision affects the current and future periods.

The items in the accounts that are considered to involve estimation and judgment, when applying Brooke's accounting policies include:

- revenue recognition where judgement is required to appropriately apply the income accounting policies explained in the accounting policy note above (Note 1E), for donations and legacy income:
- cost allocation methodology requires judgement as to the most appropriate bases to use to apportion support overheads and governance costs between raising funds and the charitable expenditure categories (see Note 1F above):
- Dilapidations provisioning – office provision for dilapidations are built evenly over the life of the lease based on latest available surveyor's estimates of the likely end of lease dilapidations bill for the property.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year. The principal accounting policies, as set out above, have all been applied consistently throughout the year and the preceding year.

2. DONATIONS AND LEGACIES

	Unrestricted 2025 £	Restricted 2025 £	Total 2025 £	Total 2024 £
Donations	7,669,758	2,610,462	10,280,220	9,529,492
Legacies	13,904,201	272,395	14,176,596	16,283,276
Total	21,573,959	2,882,857	24,456,816	25,812,768

The estimated value of legacies of which Brooke has been informed, but which have not been included in the accounts (because the conditions for recognition have not been met) is £18.1m (2024 £18.7m).

3. TOTAL EXPENDITURE

	Grants £	Direct staff £	Direct other £	Support and Governance costs £	Total 2025 £	Total 2024 £
Raising funds:						
Fundraising	-	2,457,638	3,422,569	556,619	6,436,826	6,564,741
Supporter Services	-	336,086	310,793	61,233	708,112	889,923
Trading	-	15,426	-	-	15,426	25,166
Investment Management	-	-	137,459	-	137,459	94,201
Total raising funds	-	2,809,150	3,870,821	617,852	7,297,823	7,574,031
Charitable activities:						
Transforming equid welfare in communities	5,559,431	1,605,413	1,099,162	889,974	9,153,980	7,023,893
Influence the visibility and inclusion of equid needs in policy	1,853,537	602,905	412,784	296,721	3,165,947	2,909,408
Develop sustainable animal health systems	3,675,543	733,195	501,990	588,395	5,499,123	5,719,514
Total charitable activities	11,088,511	2,941,513	2,013,936	1,775,090	17,819,050	15,652,815
Total expenditure	11,088,511	5,750,663	5,884,757	2,392,942	25,116,873	23,226,846

The support costs breakdown and the basis of their allocation were as follows:

	2025 £	2024 £
Legal and CEO	227,090	132,665
Human resource, learning and development	582,427	553,165
Governance	297,229	208,086
Finance	332,364	410,462
Dilapidation provision	-	125,000
Information Service	953,834	1,339,035
Total	2,392,944	2,768,413

Support costs are defined as costs that cannot be directly identified with a single activity of the organisation, such as head office finance, human resources, and IT costs. All costs associated with Brooke's overseas offices, such as finance or rent, are included as direct costs, as these are directly related to the implementation of Brooke's programmes. The support costs were allocated across the expenditure categories based on an estimate of the time spent and each activity's proportion of the aggregate expenditure. This estimate is updated periodically.

Certain direct campaign costs have a parallel purpose of increasing public awareness and fundraising. As a result, these costs have been allocated between the cost of raising funds and charitable activities on the basis of the percentages of space (word count) within the literature. The total expenditure of this nature is £1.2m, of which £967k remains within cost of raising funds representing the fundraising element of the literature, and £283k has been reallocated into charitable activities representing the raising awareness element.

4(a). GRANTS AND TRANSFERS MADE TO AFFILIATES AND BRANCHES

	Local Currency LC	2025 Total LC	2024 Total LC	2025 Total £	2024 Total £
Grants to Affiliates and Partners:					
India	Indian Rupee	257,466,185	222,090,344	2,531,177	2,387,867
Kenya	Kenyan Shilling	397,967,169	366,736,627	2,512,419	2,220,046
Pakistan	Pakistan Rupee	403,585,189	352,495,060	1,444,881	1,294,407
Egypt	Pound Sterling	250,000	251,228	250,000	251,228
Nepal	Pound Sterling	103,062	46,171	103,062	46,171
Total grants		-	-	6,841,539	6,199,719
Transfers to Branches:					
Ethiopia	Ethiopian Birr	229,464,573	132,824,196	2,024,510	1,934,704
Senegal	CFA Franc	1,039,543,240	945,698,141	1,370,602	1,240,216
Nicaragua	Cordoba	31,761,069	28,837,092	851,860	651,198
Total transfers		-	-	4,246,972	3,826,118
Total grants and transfers		-	-	11,088,511	10,025,837

The grants to our affiliates in India, Pakistan and Kenya are made to Brooke Hospital for Animals (India), Brooke Hospital for Animals (Pakistan) and The Brooke Hospital for Animals East Africa respectively. These organisations are separate legal entities. Brooke UK has some board members in common with each of these entities. All transactions are made at arm's length.

4(b). ANALYSIS OF GOVERNANCE EXPENSES

	2025 £	2024 £
Staff Costs	250,370	128,653
Trustee Expenses	2,761	13,356
Audit Fees	33,860	29,700
Other Expenses	3,466	30,437
Total	290,457*	202,146*

*The difference between governance cost of £ 297,229 under Note 3 above and this amount is VAT in relation to audit fee, as audit fee needs to be disclosed net of VAT.

5. NET INCOME FOR THE YEAR IS STATED AFTER CHARGING

	2025 £	2024 £
Audit Fees for Statutory Audit	33,860	29,700
Rental cost relating to operating leases:		
Plant and Machinery	-	598
Land and Building	401,316	430,576

6. STAFF COSTS

	2025 £	2024 £
Salaries	7,119,329	6,441,392
Temporary Staff	102,008	200,488
National Insurance costs	668,483	614,940
Pensions and Other Costs*	878,897	703,759
Total	8,768,717	7,960,579

*Total Redundancy and settlement costs incurred in 2025 were £88,305 (2024: 42,705). In Note 3, Staff costs for branches amounting to £1,718,311 have been included within Programme costs.

Average Number of Staff Employed

	2025	2024
Fundraising	43	43
Supporter Services	5	4
Charitable Activities UK	27	29
Charitable Activities Overseas (Branches)	112	112
Administration (including Support costs and Governance)	43	37
Total	230	225

Remuneration of the charity's key management personnel

The key management personnel of the charity comprise the Trustees, the Chief Executive, International Director of Fundraising and Comms, Chief Financial Officer, Chief Technology Officer and Director of International Programmes.

	2025 £	2024 £
Total salary of Key Management Personnel	735,394	822,591

Number of employees whose benefits excluding employer's pension contributions amounted to more than £60k	2025	2024
Between £60,001 and £70,000	10	7
Between £70,001 and £80,000	7	2
Between £80,001 and £90,000	2	-
Between £90,001 and £100,000	-	2
Between £100,001 and £110,000	1	1
Between £110,001 and £120,000	1	1
Between £120,001 and £130,000	-	-
Between £130,001 and £140,000	1	1
Between £140,001 and £150,000	-	-
Between £150,001 and £160,000*	1	1

The pension costs paid in respect of these employees amounted to £157,489 (2024 £93,834).

*This was a fixed term specialist role, responsible for the delivery of technology and digital transformation programme. The role ended in April 2025.

7. TRUSTEES' EXPENSES

Trustees' total expenses during the year amounted to £2,761 (2024: £13,356), of which £2,698 (2024: £11,139) related to visits to overseas centres. These expenses were incurred in respect of necessary duties carried out. 1 Trustee received reimbursements this year totalling £63 (2024: £566.93 – 2 Trustees) for travel related costs to attend Board Meeting.

The Trustees received no remuneration for their services.

A Trustee and employee indemnity insurance policy was purchased during the year at a cost of £9,168 (2024: £9,314).

8(a). GROUP AND CHARITY INTANGIBLE FIXED ASSETS

	Computer Applications £	Website £	Total £
Cost:			
At 31 March 2024	1,229,700	248,962	1,478,662
Additions	469,099	21,261	490,360
Disposals	(81,243)	-	(81,243)
At 31 March 2025	1,617,556	270,223	1,887,779
Depreciation:			
At 31 March 2024	271,625	248,962	520,587
Depreciation for the year	105,059	-	105,059
Disposals	(81,243)	-	(81,243)
At 31 March 2025	295,441	248,962	544,403
Net Book Value:			
At 31 March 2025	1,322,115	21,261	1,343,376
At 31 March 2024	958,076	-	958,076

8(b). GROUP AND CHARITY TANGIBLE FIXED ASSETS

	Leasehold improve- ments £	Fixtures & Fittings £	Machinery & Equipment £	Computers & Software £	Vehicles £	Total £
Cost:						
At 31 March 2024	798,803	252,454	268,208	699,055	836,862	2,855,382
Additions	-	-	18,940	65,853	87,548	172,341
Disposals	(798,803)	(218,636)	(204,026)	(382,758)	-	(1,604,223)
At 31 March 2025	-	33,818	83,122	382,150	924,410	1,423,500
Depreciation:						
At 31 March 2024	719,121	227,084	240,925	612,175	585,598	2,384,903
Depreciation for the year	79,880	20,661	23,384	38,800	91,656	254,381
Disposals	(799,001)	(218,636)	(204,025)	(381,623)	-	(1,603,285)
At 31 March 2025	-	29,109	60,284	269,352	677,254	1,035,999
Net Book Value:						
At 31 March 2025	-	4,709	22,838	112,798	247,156	387,501
At 31 March 2024	79,683	25,370	27,283	86,880	251,264	470,479

9. GROUP AND CHARITY INVESTMENTS

	2025 £	2024 £
Market Value at 1 April	13,844,896	12,467,292
Dividends reinvested	137,479	173,549
Fees deducted during the year	(92,651)	(82,320)
Net (loss)/ gains	716,895	1,286,375
Market Value at 31 March	14,606,619	13,844,896
Historical Cost at 31 March	11,225,546	10,731,499
Fixed Interest	3,163,521	3,476,998
UK Equities	1,200,026	1,126,967
Overseas Equities	6,758,466	6,523,199
Alternative Investments	2,367,615	1,758,143
Commodities	694,432	760,461
Cash & cash alternatives	422,559	199,128
Market Value at 31 March	14,606,619	13,844,896

10. CONSOLIDATED MOVEMENT IN UNRESTRICTED AND RESTRICTED FUNDS

	31 March 2024 £	Income £	Expenditure £	Transfers £	Net Gains/ Losses on investment £	31 March 2025 £
Unrestricted Funds:						
General Funds	9,655,068	21,807,015	(22,201,878)	137,643	716,895	10,114,743
Designated Funds	3,532,000	-	-	(137,643)*	-	3,394,357
Total unrestricted Funds	13,187,068	21,807,015	(22,201,878)	-	716,895	13,509,100
Restricted Funds:						
Egypt	-	68,376	(68,376)	-	-	-
Ethiopia	-	265,821	(287,326)	21,505	-	-
India	-	893,135	(933,605)	40,470	-	-
Kenya	-	501,478	(506,877)	5,399	-	-
Nicaragua	-	50,076	(50,076)	-	-	-
Pakistan	-	740,979	(746,378)	5,399	-	-
Senegal	-	97,517	(139,270)	41,753	-	-
Senegal Burkina Faso (WOAH)	-	66,243	(25,202)	-	-	41,041
Virtual Gifts	-	118,323	-	(118,323)	-	-
Hoofprint Projects	-	72,252	(69,096)	-	-	3,156
Ethiopia Research Wellcome	3,660	-	-	-	-	3,660
Action for Animal Health	7,082	-	(7,082)	-	-	-
Remote Learning for Vets	3,260	-	(3,260)	-	-	-
PHD- Burden of Animal Diseases in Working Equids	4,716	47,400	(47,150)	-	-	4,966
Global Farriery	-	27,500	(31,297)	3,797	-	-
Total Restricted Funds	18,718	2,949,100	(2,914,995)	-	-	52,823
Total Funds	13,205,786	24,756,115	(25,116,873)	-	716,895	13,561,923

*This transfer is the net balance between designated funds spent during the year and the designated funds added during the year.

Included within the restricted funds are Virtual Gifts from our donors that are specifically transferred to country programmes to fund charitable activities. Grants amounting to £399k were received from Brooke USA to fund work in India, Senegal, Kenya and Ethiopia. Additionally, donations totalling £252k were received from Brooke

Netherlands in 2024–2025, restricted to our work in Pakistan and India. Brooke Netherlands granted further £84k for Ethiopia to help construct new health posts from 1st April 2025 which was deferred to next financial year.

Designated reserves are funds to support Brooke in a phased expansion to support Brooke's strategy in three key areas:

- A phased expansion into existing and new countries through collaborative partnerships that deliver sustainable change.
- New website.
- Other projects, including Capex Investment in UK and country programmes.

11. DEBTORS AND PREPAYMENTS

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Legacies Receivable	934,970	934,970	1,879,419	1,879,419
Tax Recoverable	520,000	520,000	106,627	106,627
Prepayments and accrued income	1,866,175	1,866,175	722,595	722,595
Total	3,321,145	3,321,145	2,708,641	2,708,641

12. CREDITORS: AMOUNT FALLING DUE WITHIN ONE YEAR

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Grants committed to partners	6,038,636	6,038,636	5,786,917	5,786,917
Taxes and social security	166,471	166,471	153,863	153,863
Accruals and deferred income	3,491,818	3,480,886	2,906,372	2,895,440
Total	9,696,925	9,685,993	8,847,152	8,836,220

ANALYSIS OF DEFERRED INCOME

	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Balance as at 1 April 2024	389,829	389,829	389,735	389,735
Income deferred in the current year	810,624	810,624	389,829	389,829
Release from prior year	(389,829)	(389,829)	(389,735)	(389,735)
Balance as at 31 March 2025	810,624	810,624	389,829	389,829

13. GROUP AND CHARITY OPERATING LEASE COMMITMENTS

Total minimum lease payments due over the lease term are as follows:

Lease Payments	2025 Land & Buildings £	2025 Other £	2025 Total £	2024 Land & Buildings £	2024 Other £	2024 Total £
Not later than one year	420,675	-	420,675	220,596	-	220,596
Later than one year but not later than five years	109,672	-	109,672	40,409	-	40,409
Later than five years	-	-	-	-	-	-
Total	530,347	-	530,347	261,005	-	261,005

14. ANALYSIS OF NET ASSETS BEWEEN FUNDS

	Unrestricted Fund £	Restricted Funds £	2025 Total £
Group:			
Intangible Assets	1,343,376	-	1,343,376
Tangible Assets	387,501	-	387,501
Investments	14,606,619	-	14,606,619
Current Assets	6,868,531	52,823	6,921,354
Current Liabilities	(9,696,925)	-	(9,696,925)
Net Assets	13,509,100	52,823	13,561,923

Charity:			
Intangible Assets	1,343,376	-	1,343,376
Tangible Assets	387,501	-	387,501
Investments	14,606,619	-	14,606,619
Current Assets	6,857,599	52,823	6,910,422
Current Liabilities	(9,685,993)	-	(9,685,993)
Net Assets	13,509,100	52,823	13,561,923

15. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year (2024 none).

16. SUBSIDIARY UNDERTAKINGS

The Brooke group comprises the parent charity (The Brooke Hospital for Animals) and one wholly owned subsidiary (Brooke Hospital for Animals Trading Limited, 66 Lincoln's Inn Fields, London, WC2A 3LH). Brooke Hospital for Animals Trading Limited (BHAT) is a private company limited by share incorporated in England and Wales, company registration number 08959139.

The principal activities for Brooke Hospital for Animals Trading Limited includes the sale of Christmas cards, sale of Dorothy Brooke's diary and raise funds through sponsorship activities for the furtherance of the parent charities' charitable purpose.

The results for the year of the subsidiary undertakings are given below:

	2025 BHAT £	2024 BHAT £
Total income	44,528	51,543
Total expenditure	(19,878)	(27,805)
Net income	24,650	23,738
Gift to Brooke Hospital for Animals	(24,650)	(23,738)
Retained surplus/(deficit) for the year	-	-
Total Assets	11,000	11,000
Total Liabilities	(11,000)	(11,000)
Total Funds	-	-

At 31 March 2025, Brooke Hospital for Animals Trading Limited owed the parent charity £11,000 (2024: £11,000) for a start-up loan injection. During the year, Brooke Hospital for Animals Trading Limited expended £2,476 (2024: £2,639) with the parent charity for loan interest charges and use of name and logo and recharge of £1,976 (2024: £1,859) for audit fee.

17. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Income:					
Donations and legacies	2, 10	23,688,350	2,124,418	25,812,768	20,076,895
Other trading activities		51,543	-	51,543	48,287
Investments		212,187	-	212,187	148,317
Other		72,075	9,282	81,357	9,675
Total income		24,024,155	2,133,700	26,157,855	20,283,174
Expenditure:					
Expenditure on raising funds		7,574,031	-	7,574,031	7,306,087
Expenditure on charitable activities:					
Transforming equid welfare in communities		6,079,105	944,788	7,023,893	6,160,235
Influence the visibility and inclusion of equid needs in policy		2,511,750	397,658	2,909,408	2,698,660
Develop sustainable animal health systems		4,929,016	790,498	5,719,514	6,066,478
Total charitable activities	3	13,519,871	2,132,944	15,652,815	14,925,373
Total expenditure	3	21,093,902	2,132,944	23,226,846	22,231,460
Net gains on investments	9	1,286,375	-	1,286,375	(321,207)
Net income/(expenditure)		4,216,628	756	4,217,384	(2,269,493)
Total funds brought forward	18	8,970,440	17,962	8,988,402	11,257,895
Total funds carried forward	14	13,187,068	18,718	13,205,786	8,988,402

18. CONSOLIDATED MOVEMENT IN UNRESTRICTED AND RESTRICTED FUNDS FOR YEAR ENDED 31 MARCH 2024

	31 March 2023 £	Income £	Expenditure £	Transfers £	NetGains/ Losses £	31 March 2024 £
Unrestricted Funds:						
General Funds	6,676,440	24,024,155	(21,093,902)	(1,238,000)	1,286,375	9,655,068
Designated Funds	2,294,000	-	-	1,238,000*	-	3,532,000
Total unrestricted Funds	8,970,440	24,024,155	(21,093,902)	-	1,286,375	13,187,068
Restricted Funds:						
Egypt	-	199,079	(199,079)	-	-	-
Ethiopia	-	187,178	(215,258)	28,080	-	-
India	-	521,927	(551,152)	29,225	-	-
Kenya	-	219,331	(228,231)	8,900	-	-
Pakistan	-	674,594	(677,847)	3,253	-	-
Senegal	-	97,600	(128,025)	30,425	-	-
Virtual Gifts	-	103,787	-	(103,787)	-	-
Ethiopia Elnet Foundation	-	9,281	(9,281)	-	-	-
Ethiopia Research Wellcome	-	18,490	(14,830)	-	-	3,660
Action for Animal Health	13,560	15,000	(21,478)	-	-	7,082
Remote Learning for Vets	3,260	-	-	-	-	3,260
PHD- Burden of Animal Diseases in Working Equids	1,142	70,900	(67,326)	-	-	4,716
Global Farriery	-	16,533	(20,437)	3,904	-	-
Total Restricted Funds	17,962	2,133,700	(2,132,944)	-	-	18,718
Total Funds	8,988,400	26,157,855	(23,226,846)	-	1,286,375	13,205,786

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS FOR YEAR ENDED 31 MARCH 2024

	Unrestricted Fund £	Restricted Funds £	2024 Total £
Group:			
Intangible Assets	958,076	-	958,076
Tangible Assets	470,479	-	470,479
Investments	13,844,896	-	13,844,896
Current Assets	6,760,769	18,718	6,779,487
Current Liabilities	(8,847,152)	-	(8,847,152)
Net Assets	13,187,068	18,718	13,205,786
Charity:			
Intangible Assets	958,076	-	958,076
Tangible Assets	470,479	-	470,479
Investments	13,844,896	-	13,844,896
Current Assets	6,749,837	18,718	6,768,555
Current Liabilities	(8,836,220)	-	(8,836,220)
Net Assets	13,187,068	18,718	13,205,786

CONTACT ADDRESSES

For up to date contact details for all our offices go to thebrooke.org/about-us/contact-us

United Kingdom headquarters and registered office

Brooke

www.thebrooke.org

Registered in England and Wales. Company number 04119581. A company limited by guarantee with the legal name The Brooke Hospital for Animals. A charity registered with the Charity Commission Charity No. 1085760

BRANCHES:

Ethiopia

e: info@thebrookeethiopia.org

Nicaragua (Brooke Latin America and Caribbean)

e: infoblac@thebrooke.org

Senegal (Brooke West Africa Office)

e: info@thebrookesenegal.org

www.thebrookesenegal.org

INTERNATIONAL FUNDRAISING PARTNERS

Brooke Netherlands

www.brooke.nl

Brooke USA

e: info@BrookeUSA.org

www.brookeusa.org

RELATED ORGANISATIONS

Egypt

www.thebrookeegypt.org

India

e: mail@thebrookeindia.org

www.thebrookeindia.org

Pakistan

e: info@thebrooke.org.pk

www.thebrooke.org.pk

Kenya

e: BrookeEA@thebrooke.org

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Website www.thebrooke.org Email info@thebrooke.org. Brooke Hospital For Animals – Founded by Dorothy Brooke in 1934. Please remember Brooke in your Will.