

A close-up, profile view of a brown donkey's head, looking slightly downwards and to the right. The donkey has thick, dark brown fur and large, upright ears. The background is a blurred outdoor scene with greenery and a blue sky.

ANNUAL REPORT 2025-2026



BECAUSE THEY CARRY SO MUCH

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Message from CEO

Progress that lasts, thanks to you

Welcome to Brooke's annual report and accounts for 2025/26. I hope you will be inspired by the difference you are helping us make.

Working horses, donkeys and mules carry so much. They transport water, food and goods, support livelihoods and help families and communities through each day. This year, I am proud of the progress we have made to improve their lives, and to make sure that progress lasts.

Across our programmes, we have continued to put animals at the heart of our work, while recognising that lasting improvements in animal welfare happen through people. We've worked hard to make sure owners, animal health practitioners, farriers, communities and governments have the knowledge, skills and resources to drive change themselves.

You can see that approach throughout this report: from compassionate handling and better harnessing, to stronger animal health systems and the mentoring of more than 1,000 practitioners. Brooke's Animal Health Mentoring Framework was also recognised with an innovation award from the UN Food and Agriculture Organization.

Our influence is reaching much further too. One of this year's most significant achievements was the inclusion of animal health and One Health in the World Health Organization Pandemic Treaty, following years of advocacy.

This progress has come against a backdrop of growing challenges. Severe floods and other extreme weather events have affected communities where we work, putting both people and animals at risk. I am proud of the way our teams and partners have responded, working alongside communities to help protect the animals on which so many livelihoods depend.



What these achievements have in common is collaboration: sharing knowledge, building local expertise and working with others to create change on a scale Brooke could never achieve alone.

As we prepare for a new five-year strategy, our ambition remains clear: to create lasting change so that working horses, donkeys and mules everywhere can have a life worth living.

Before I close, I also want to remember our much-valued colleague Oscar Panjwani, who we sadly lost this year, and pay tribute to his contribution to Brooke. He is greatly missed, and his contribution lives on in the work that colleagues across Brooke continue every day.

Thank you for everything you do to make the work that we do possible.

Best wishes,
Chris Wainwright

Message from Chair

Looking to the future with confidence

This has been a year of significant achievement for Brooke, but also one of change.

On behalf of the Board of Trustees, I want first to thank our supporters. Your generosity enables Brooke to respond to the immediate needs of working horses, donkeys and mules and invest in long-term change.

This year Brooke worked with more than 11,500 communities and reached millions of working animals through our programmes, policy and advocacy. Behind those numbers are better animal welfare practices becoming embedded in communities, stronger animal health systems and greater recognition of working equids by national and international decision makers.

Financially, Brooke remains in a strong position, with income reaching a record £26.3 million. But the need for our work is growing. Extreme weather is putting more animals and livelihoods at risk, while new projects are taking us into areas where Brooke can make even more of a difference – from Clinical Skills Laboratories to supporting donkeys working in Tanzania's small-scale gold mines. The Board is acutely conscious of our responsibility to use the extraordinary generosity of our supporters and funding partners where it can achieve the greatest impact.

This year brought a profound sadness with the closure of Brooke India after 25 years. Changes to India's regulatory environment meant Brooke UK could no longer legally continue funding the organisation under its existing structure. We are enormously grateful to our colleagues there for all they achieved for working animals and the people who depend on them.

We were also deeply saddened by the death of Admiral Vijay Malhotra, who served as Chair of Brooke India. His commitment and leadership were part of that remarkable 25-year story, and his contribution, alongside that of all our Brooke India colleagues, will remain an important part of Brooke's legacy.



As we reflect on all they achieved, we are also looking to the future. Work is under way on Brooke's next five-year strategy, building on what we have learned about where and how we can make the greatest difference.

I would like to thank my fellow Trustees, our staff and partners around the world, and every supporter who makes this work possible. There is much still to do, but we can look to the future with confidence and determination.

Kirsty Hayes

Chair of the Board of Trustees

Brooke India: 25 Years of Impact

For 25 years, Brooke India worked alongside communities to improve the lives of working horses, donkeys and mules, becoming a recognised leader in animal welfare and systems change. While programme operations closed during the year due to changes in India's regulatory environment, the impact of Brooke India's work, and the dedication of colleagues past and present, leaves a lasting legacy for animals, communities and animal welfare across India.



In Kenya, donkeys were rehomed and rescued from slaughter for the illegal donkey skin trade.



A Compassionate Handling for Life workshop taking place in Ethiopia. These workshops are vital for community development and health teams across Brooke.



Temesgen is a participant on the harnessing and handling pilot project in Ethiopia. He has two horses, Shire (meaning 'White') and Dame (meaning 'Red').



In Pakistan, healthy animal competitions are bringing communities together and promoting better care for working animals.

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.
- That in order to achieve change at scale we need to inspire compassion in others.
- That for positive change to be sustainable, 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.



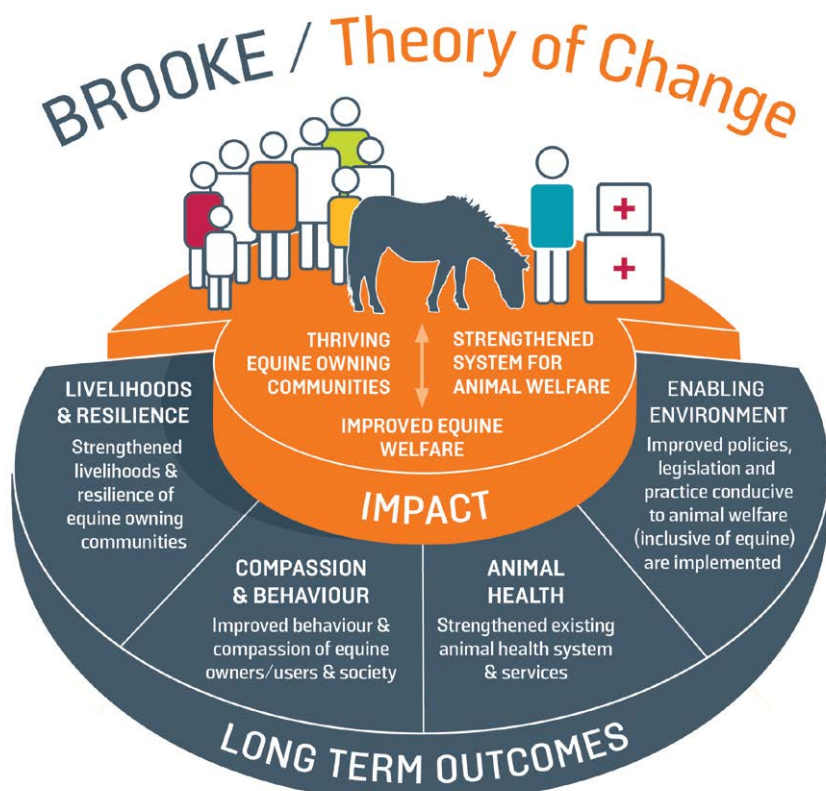
OUR MISSION

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

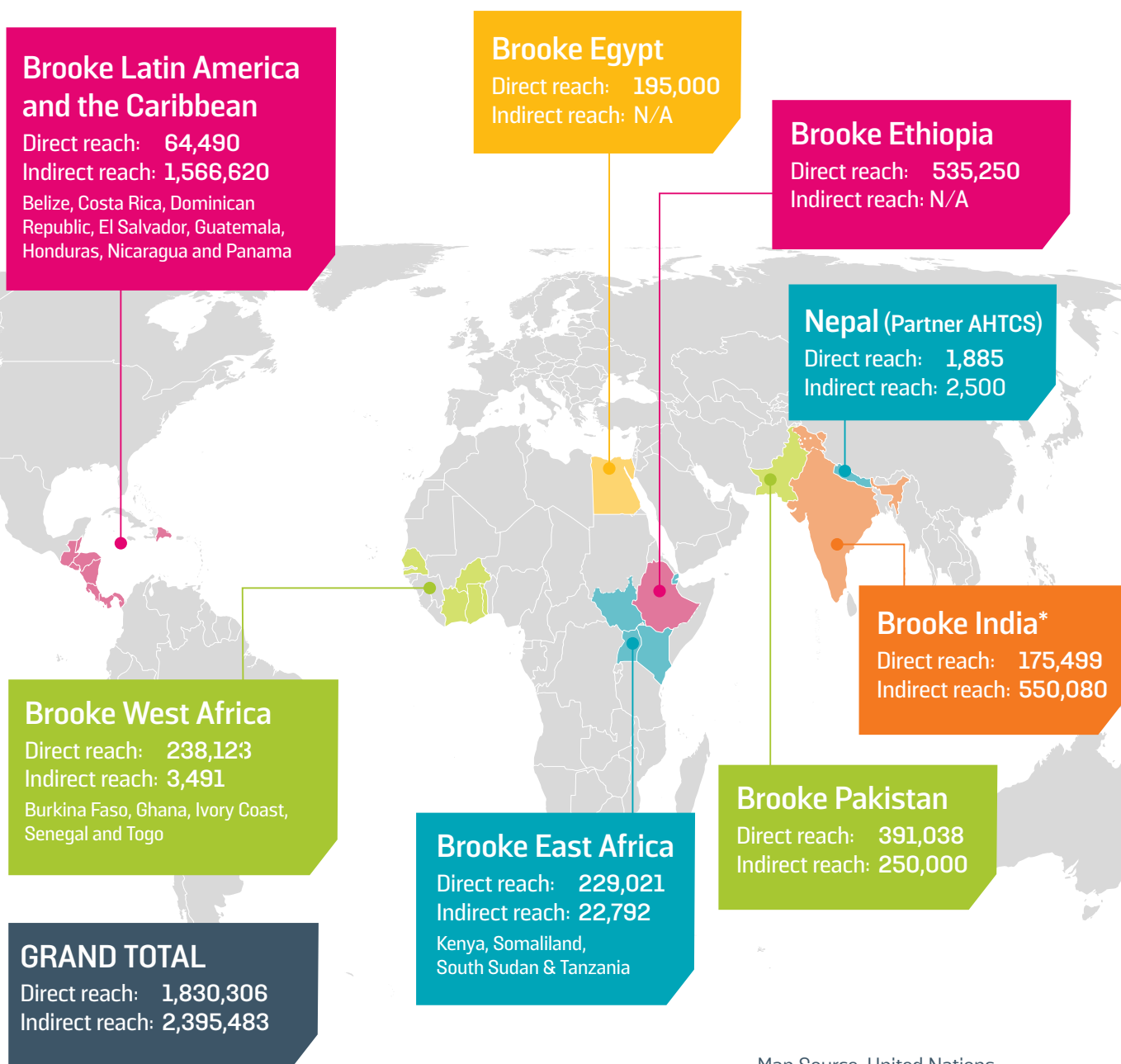
We are proud to be Brooke. We are resourceful, share new ideas and help each other succeed. Together we make change happen.



Where we work – our reach in numbers

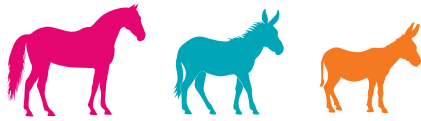
Brooke is a global organisation, with established branches, affiliates and sister organisations in nine countries and regions, and headquarters in the UK. We work extensively beyond the borders of our key countries, through partnerships and projects.

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



* Brooke no longer operates in India following the sad closure of Brooke India's programme operations after 25 years. Changes to the regulatory environment meant Brooke UK could no longer legally continue funding the organisation under its existing structure. While our work in India has come to an end, Brooke continues to support working horses, donkeys and mules in all other regions where we operate.

2025/26 highlights at a glance



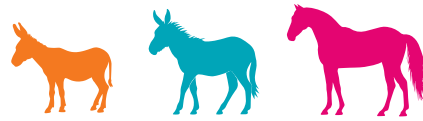
1,830,306

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.



2,395,483

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.



11,542

Number of communities
we worked with



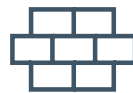
3,386,857

Total number of people
we reached through
our programmes



14

New policies for working
horses, donkeys and
mules implemented



Number of brick
kilns we worked in

1,692

India

2,905

Pakistan

44

Nepal



5,542

Number of Animal Service
Providers trained/mentored

GOAL 1 – TRANSFORMING EQUINE WELFARE IN COMMUNITIES

Our decades of experience working to improve the lives of working horses, donkeys and mules has always shown us that it is by working with people that we achieve a better life for animals. Evidence gathered from our monitoring tools has demonstrated that human behaviour change (HBC) is the biggest driver of welfare improvements.

This year we concentrated on integrating HBC techniques into all our workstreams to achieve greater impact, training our staff and partner staff to work with communities to help them drive their own change and overcome barriers. Here we set out some of the projects that have benefitted from this integrated approach.

Key Achievements During 2025/26

Compassionate Handling

- The Halaba Compassionate Handling and Harnessing project in Brooke Ethiopia has used HBC analysis techniques to reduce whipping, abrupt braking and speeding. This improvement in how animals are handled at work will make a huge difference to their lives now and allow the next phase of the project, addressing poor harnessing, to progress and reduce the daily pain the cart horses face at work.
- In Senegal, the pilot showed how simple, locally manufactured harness improvements can significantly enhance the welfare of cart horses. By producing the country's first swingle trees, harness makers helped reduce pressure and rubbing on horses' shoulders, decreasing painful injuries and soreness while allowing animals to pull loads more comfortably and efficiently. The approach offers a scalable solution to improve the welfare of many more working horses.
- The Meru Cart project in Kenya, set up to tackle the problem of heavy and unsuitable oxen carts being used for donkeys, showed welfare-led innovation through improved design in consultation with the community and artisan harness makers. The new carts are being made and tested in the UK with constant community input from Kenya via video calls. The new cart weighs less than one donkey, a significant improvement on the previous design, which weighed the equivalent of seven donkeys before it was even loaded.

Livelihoods

- Brooke East Africa supported the Ruai Githunguri Donkey Owners Group through partner organisation LISP to launch and operationalise a two-year youth-led animal feed pellet production initiative. This utilised farm and market residues such as potato peels and maize stalks to improve the nutrition of their 24 working donkeys in an urban context. The initiative showcases strong community ownership and has led to notable improvements in donkey feeding practices and livelihoods through the sale of surplus feed pellets.
- Brooke Pakistan worked with communities on a detailed needs assessment to design and deliver six new livelihood pilot projects improving household incomes and driving greater investment in animal care.

- We have made strong advances in Burkina Faso with the GOAC Sandbondtenga project, delivered by our partner INADES. 13 savings and loans groups have led to a 79% increase in target beneficiaries who have reported good livelihood outcomes. The proportion of users able to meet their household needs rose from 3% to 57%, far exceeding the Year 1 target of 18%. 94% of owners are now applying good animal welfare practices compared to 37% initially.
- AHTCS, our partners in Nepal, conducted training on leadership, advocacy, financial awareness and literacy to community groups to support them to advocate for themselves and their animals.
- Pakistan's first-ever Diploma in Equine Health and Management was launched at Arid University, Khushab Campus. The first batch of 33 students was awarded certificates, and 6 were offered internships, which will make a difference to hundreds of horses and donkeys throughout their future careers.

Sustainable Infrastructure

Whilst we know that people drive welfare improvements for animals, a lack of access to resources can be a hurdle that cannot be overcome by the community alone. Working together to identify these barriers and ensure local ownership of our infrastructure projects means they continue to function long after we have stopped supporting them.

- In Ethiopia, 51 health centres and nine shelters with water facilities continue to be fully operational after Brooke exiting from almost all these communities.
- In Pakistan, a total of 1,852 brick kilns have been successfully exited, ensuring that compassionate handling practices, water points, infrastructure and fodder initiatives are adopted and handed over to brick kiln owners and communities.
- Brooke East Africa subsidised 300 water tanks, helping over 200 donkey-owning households and around 500 donkeys.
- Four boreholes were supported in Burkina Faso, providing reliable water for donkeys and their owners.
- In Nicaragua the team supported partner ADEPES with the installation of four irrigation systems to provide fodder for equines.

This year has reinforced how closely animal welfare is connected to the environment around an animal. Access to water and fodder, extreme weather, resilient livelihoods and functioning animal-health services all shape whether a working horse, donkey or mule can live a healthy life.

Emergency Response



Brooke Pakistan rescuing donkeys from danger in the devastating 2025 floods

Emergency Response

Brooke Pakistan successfully implemented an emergency response programme across 30 districts in two provinces. The intervention included emergency treatment and first aid for 12,471 animals, distribution of 9,500 animal ration bags, and provision of 4,195 human ration bags to equine-owning households.

In total, approximately 14,314 working animals and 60,350 people benefited from the response, helping to protect both livelihoods and animal welfare during the crisis.

Brooke Pakistan received a certificate from the Provincial Government (KPK) commending its outstanding contribution to helping needy animals and people during the 2025 flood.

Brooke India visited flood and landslide prone zones to hold training sessions and community meetings with equine owners and local governance bodies responsible for Disaster Relief Management. They focused on risk mapping and contingency planning, and helped develop a disaster preparedness plan to ensure access to safe shelter, food, water and medicines for people and equines during emergencies.

These were tested by severe weather events across multiple regions, including flash floods and cloudbursts, which damaged homes and caused loss of livestock. Brooke India teams supported affected populations, ensuring timely communication, monitoring, and facilitation of recovery efforts in close coordination with the local Disaster Management Agencies.

“ We rescued a donkey named Kaka, who was blinded during the floods. His eye was hit as rocks were being flung down the mountains. Kaka supports his young owner, Rizwan, in fetching drinking water and firewood for his family.”

Ahmad Umer Chaudhry, Communications Manager at Brooke

GOAL 2 – INCREASING THE VISIBILITY AND INCLUSION OF WORKING EQUIDS

We know that for change to be scaled up and sustained, we need to embed it in policy and practice at all levels. Therefore, we continue to work with decision makers to improve the lives of working equids and the communities they support. This year thanks to Brooke's advocacy, United Nations agencies have made significant changes for animals in their policies.

This year has been groundbreaking for animal health, with stronger animal health systems embedded in global policy on pandemics, Antimicrobial Resistance (AMR) and climate change, thanks to Brooke's advocacy.

Key Achievements During 2025/26

Animal health systems

- After years of negotiations and Brooke's sustained advocacy, member states of the World Health Organization (WHO) have adopted the Pandemic Treaty. This is an international legally-binding agreement, which means that governments have to implement it. Thanks to Brooke and our partners, who provided policy guidance, delivered expert statements at WHO and engaged with the negotiators throughout the process, it is the first of its kind to specifically include animal health and One Health, recognising their role in preventing future pandemics and calling for greater investment.
- Brooke's and Action for Animal Health's key asks have been included in the Global Action Plan on Antimicrobial Resistance (AMR). The draft action plan fully embeds animal health, veterinary services, access to essential veterinary medicines, and animal husbandry, treating them as core to AMR prevention. This opens the door to further promote Brooke and the World Veterinary Association's (WVA's) Global Essential Veterinary Medicines list. The plan is due for adoption by three UN agencies (WHO, United Nations Environment Programme and Food and Agriculture Organization) and World Organisation for Animal Health (WOAH) in 2026.
- Ahead of the 30th United Nations Climate Change Conference (COP30), Action for Animal Health and Health4Animals, with contribution from the Environmental Defence Fund, released a new guide outlining how governments can leverage livestock health to meet national climate goals. [How to Advance NDCs and Climate Strategies through Animal Health – A Step by Step Guide](#) provides clear, practical direction for using animal health to advance Nationally Determined Contributions (NDCs) and other climate strategies. The guide highlights proven interventions such as vaccination and disease prevention that can reduce emissions from agriculture, improve resilience, and support food security. The guide was presented at Food and Agriculture Organization (FAO), WOAH and COP events.



Donkey Skin Trade

Protecting Donkeys: Sustaining Momentum After the African Union Ban

We continue working at national, regional and global levels to stop the trade in donkey skins, building recognition that it is a threat to donkeys, human health, livelihoods and the environment.

The main shift in our Donkey Skin Trade (DST) work is the commencement of work on reducing demand for ejiao, with two consultancies: one to explore ejiao in the UK and one looking at China and related Asian markets. This builds a strong evidence base for a major shift under our next five-year strategy to join up supply, demand and the stages in between (eg transport of skins).

- In May 2025, Brooke attended the World Organization for Animal Health (WOAH) General Session in Paris and held an event highlighting biosecurity threats linked to the Donkey Skin Trade, with the objective of engaging Chief Veterinary Officers. This clearly positioned DST as a major threat to global public health, with heads of veterinary services from 183 WOAH member countries in attendance.
- In June 2025, Brooke supported the Second Pan African Donkey Conference in Cote d'Ivoire. We launched a flagship report, which reviewed continental progress on DST and gaps since the moratorium a year before. It showed clearly that the bans are working, but more remains to be done on tackling illegal supply and enforce the bans in place. Subsequently, we have been supporting regional policy efforts with the African Union–Inter African Bureau for Animal Resources (AU–IBAR) to implement the donkey species preservation strategy in Africa.
- We have continued to work at national levels to instate more bans in Africa. On June 11, 2025, the government of Togo announced a ban on the trade in donkey skins, an important decision as Togo was considered a transit point for skins from Burkina Faso. At the same time, Burkina Faso intensified its action against illegal exports by recalling the ban on the trade in donkeys and seizing donkey convoys.
- In August 2025, Brooke representatives (Brooke India, Brooke Pakistan and Brooke UK) participated in the Asia for Animals Conference in Taipei and presented papers that brought the issue of DST to Asian audiences, paving the way for our future engagement in the region.
- In December 2025, Brooke participated in the 7th UN Environmental Assembly (UNEA-7), where our objective was to have DST recognised in a resolution as an environmental crime. Unfortunately, the resolution was withdrawn, but it has since been reinstated at the UN General Assembly, with Brooke actively engaging to embed DST in it. Chris Wainwright spoke at a UNEA-7 side event on the links between One Health and animal welfare. Brooke was also invited to be a panellist in a plenary closing of UNEA-7, outlining our partnership's journey towards the ban on DST in front of an audience of Ministers and Heads of State.

Case Study – BETH'S STORY: An Income Swept Away by the Donkey Skin Trade



Beth's new donkey, rehomed by Brooke East Africa, is enabling Beth to rebuild her business and her vital family income

Beth is a 50-year-old mother of five living in rural Kenya. A small-scale dairy farmer, her donkey was essential for her to produce and sell her herd's milk. When she lost her animal to the donkey skin trade, she was hurled into poverty.

Beth's donkey enabled her to transport water, livestock feed and harvested produce between her home and farmland that she leased several kilometres away. Being able to rely on her donkey meant she could manage her dairy cattle efficiently and sustain regular milk production.

When her donkey was taken, she had no choice but to walk up to four kilometres carrying heavy water containers.

The combined physical strain and financial pressure made it increasingly difficult to sustain her dairy business. She sold her cows and now had to buy milk instead of selling it.

"I am just struggling, trying to find small jobs here and there," she told us. Now with her new donkey, she has been able to resume her business and rebuild her life.

“

Before, I used to earn some money, but now that income is gone."

Beth

Sustainable Development, including UN Sustainable Development Goals (SDGs)

In 2025, Brooke actively engaged in the UN review of Sustainable Development Goal 3 (good health and wellbeing), demonstrating that there is no good health for people without good animal health.

We took our messages on the importance of animal health and One Health to Regional Forums in Asia and Africa and subsequently to New York to the UN High Level Political Forum (HLPF). Our recommendations were included in the position paper and presented at the UN by representatives of close to 4,000 NGOs. We spoke in two side events (one with Brooke as a moderator and one with Brooke as an expert speaker on One Health). We will build on this to influence the future post-2030 global goal on health.

- Brooke Ethiopia and Brooke India, supported by Brooke UK, engaged to influence the Voluntary National Review of the SDGs in India and Ethiopia. The India report included a One Health case study, and Ethiopia's mentioned the role of livestock in disasters.
- In May 2025, the Regional Strategy for the Inclusion of Working Animals and Other Livestock Assets in Integrated Disaster Risk Management Plans and Instruments in the Countries of the Central American Integration System (SICA) was unanimously approved by the Council of Representatives of Centro de Coordinación para la Prevención de los Desastres en América Central (CEPREDENAC) with technical support from Brooke. The approval, endorsed by representatives from Guatemala, El Salvador, Honduras, Costa Rica, Panama and the Dominican Republic, marked the first regional initiative in the region to bring countries together around a shared approach to protecting animals in disaster situations.
- In June 2025, Brooke UK and Brooke Latin America and the Caribbean attended the United Nations Office for Disaster Risk Reduction (UNDRR) Global Platform on disaster risk reduction, further engaging around the role of working animals in disaster resilience. We also held a meeting with CEPREDENAC leadership to cement our partnership going forward.
- Brooke participated in the Food and Agriculture Organization (FAO) Sustainable Livestock Conference in Rome, where we were invited to speak in side events and the closing plenary. At the same forum Brooke's Animal Health Mentoring Framework received an FAO Innovation Award for its outstanding impact on animal health globally.
- Brooke influenced the FAO Global Plan of Action on Sustainable Livestock, a major policy document defining the role of livestock for the years to come. Our recommendations, successfully included in the document, concerned working equids' role in draught power, the role of working animals in disaster resilience and the need to invest in the animal health workforce. Upon the adoption of the document, FAO invited Brooke to be one of the partners leading the implementation of the animal welfare related recommendations of the Plan.
- In October 2025, Brooke took part in the first UN Lobby Week by the World Federation for Animals, which included the launch of the International Partnership for Animals, a new alliance of UN member states.
- A Brooke Latin America and the Caribbean representative participated in the United Nations Framework Convention on Climate Change (UNFCCC) COP30 in Belém, Brazil, where she spoke in two events, presenting the Action for Animal Health climate guide and speaking about the role of working animals in climate disasters.
- In order to advance Brooke's thought leadership, we contributed to two major publications: an FAO technical paper [Animal welfare for production and working animals: evidence and need for action](#) and an entry on working equids in the [Elgar Concise Encyclopedia of Animal Law](#).
- We joined two new multistakeholder partnerships at FAO: the [Mountain Partnership](#) and [LEAP](#) (Livestock Environmental Assessment and Performance Partnership), to further embed working animals in the work of the UN and its member states.

GOAL 3 – DEVELOPING SUSTAINABLE ANIMAL HEALTH SYSTEMS

To ensure more animals have access to consistently high-quality healthcare, Brooke has moved beyond strengthening individual practitioner skills to embedding effective, competency-based training approaches within veterinary systems, helping secure lasting improvements in animal health and welfare.

Animal Health Mentoring Framework

- Brooke's unique animal health mentoring framework remains the foundation of our work to upskill the veterinary workforce. 1,416 Animal Health Practitioners (AHPs) have been mentored globally, with 74% performing at acceptable levels (good/outstanding) and West Africa reaching an exceptional 90%.
- The Kenya Veterinary Board (KVB) officially integrated the Animal Health Mentoring Framework (AHMF) into the 2025 Revised Veterinary Internship Programme Guidelines, a major shift towards competency based training being integrated in systems and sustained without Brooke support.
- In September 2025, the AHMF was recognised by the FAO with an award for outstanding demonstration of innovation supporting sustainable livestock transformation.

Low Resource Clinical Skills Laboratories

- As part of ensuring the next generation of (AHPs) can gain practical experience without unnecessary harm to animals, Brooke has been leading on the establishment of low resource clinical skills laboratories (CSL) where students can practise skills on models. In Ethiopia at Jimma University, one of the first CSL projects, students achieved a 100% pass rate in the national Doctor of Veterinary Medicine (DVM) exit exam for the second consecutive year. Jimma also hosted an exchange with Brooke staff and faculty members from partner Veterinary Training Institutions (VTIs) in Kenya, Senegal and Pakistan attending, to learn how to set up their own labs. New labs have since been started in VTIs in all three countries and in India.

Access to Essential Medicines and Vaccines

- A combined effort from UK and East Africa teams finalised the delivery of the Fleming Fund project resulting in the development of treatment guidelines and National Essential Veterinary Medicines Lists in Malawi, Uganda, Kenya, Tanzania and Zambia. Many of these were launched for use as part of World Antimicrobial Awareness week in November. Brooke's Pharmacy Management for Agrovets course was developed as part of this project and was successfully accredited by the Kenya Veterinary Board.

Farriery

- 509 farriers were mentored in 2025/26. The 79% annual average skill score is strong and stable. Training on equine farriery and hoof health for 42 government vets in Nicaragua, with practical learning, was held as a first step in commencing farriery programming in the new mountain passes project.

Case Study – ETHIOPIA'S STEEL SHOE PILOT: Steel Shoe and Compassionate Handling Project



Rieso and his horse Shire



Shire's hoof in Rieso's caring hands

The Steel Shoe Project in Ethiopia continues to test the viability of steel horseshoes as an alternative to the currently used rubber ones. The aim is to determine if the durability of steel shoes makes them economically viable for both owners and farriers in the community.

During the course of the project, Brooke found that rubber shoes typically last seven to ten days, while steel shoes last up to eight weeks. Steel shoes are more expensive to produce, although due to their longer durability, they are more cost-effective over time.

Rieso, a participant in the project, is a carriage driver and credits Brooke's training with changing his approach to horse welfare. When we visited, he had been working with his horse Shire for three months. Before receiving training, Rieso

used harsh and harmful methods to try to control his horses, such as whipping and throwing stones. However, Rieso says he now uses gentle cues and voice commands in some situations.

"Brooke taught us how to treat our horses with care. I ensure they are well looked after and respect their rights," he says.



They are remarkably skilled individuals. That's why we've made such good progress. "

**Angus Wiseman, Brooke Global
Farriery Advisor**

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. We want to thank you sincerely for your generous support, which makes long-term change possible.

Our total income for 2025/26 financial year was £26.3m, the highest ever income for Brooke.

£14.1m
Legacy income



£3.7m
Philanthropy & Partnerships income



£8.2m
Individual giving and Gift Aid income



£0.3m
Investment, trading and other income



Thank you also to all our dedicated 88,163 active 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 social media content appeared on 91.66 million people's feeds and over 2.09 million people engaged with it. Total social media followers across all platforms: 284,907.

Reaching more people through the media remains vital to Brooke's awareness-raising, and messages have reached new audiences through press coverage on topics like the donkey skin trade, animal health research, and the essential involvement of supporters in fundraising to support our work globally.

On the Big and Small Screen

Dr. Scott Miller, celebrated TV vet and Brooke ambassador, travelled to Kenya to discover the impact of the donkey skin trade and see what Brooke has been doing to help protect donkeys and their owners.



Watch the feature documentary [HERE](#)

Community Fundraisers



Our Crafting Community

Our wonderful crafting community has thrown itself into knitting, crocheting and creating handmade items this year! The launch of two new craft packs sparked plenty of activity, and it has been wonderful to see so many supporters getting involved. Crafters donated for patterns, filled our fundraising stalls with beautiful handmade gifts and ran their own sales in support of Brooke. We are incredibly grateful to everyone who has helped turn their creativity into vital funds.



Mary Sheppard

Mary has been a loyal and committed Brooke supporter for many decades, hosting a wide range of successful fundraising events over the years. In March 2026, she generously sponsored Brooke to hold a stand at the Inner Wheel National Conference in Llandudno. The community team attended, raising awareness of Brooke to over 900 delegates over the three-day conference. It was a fantastic way to reach Inner Wheel groups from across the UK and Ireland and talk directly to them about ways in which they could support.



Sue Jessett

Sue from Warwickshire raised more than £600 through a sponsored day of mucking out, sweeping the yard and caring for horses at her local equestrian centre. Despite the backache, blisters and even a skinned knuckle, she described the experience as fantastic. Sue took on the challenge in memory of her friend and former riding instructor, Pippa Williams, turning a demanding day's work into a heartfelt tribute to someone who had inspired her lifelong love of horses.



Rosie and Vicky Trietline

Twelve-year-old Rosie raised more than £1,000 after climbing Yr Wyddfa (Snowdon) with her mum, Vicky. Inspired by her involvement with her local Pony Club and by the memory of her late grandfather, a passionate supporter of Brooke, Rosie took on the challenge with determination and enthusiasm.

PHILANTHROPIC PARTNERS

A Heartfelt Thank You

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.

2025/26 marked the final year of Brooke's five-year partnership with The Alborada Trust to improve the lives of brick kiln equids in Pakistan. Thanks to the Trust's support, the project has delivered measurable, systems-strengthening improvements in areas such as owner behaviour, service access, and institutional engagement. Project success has been independently verified by an external, end-term evaluation using OECD (Organisation for Economic Co-operation and Development) criteria whereby 1 denotes unsatisfactory and 5 excellent. Scores were a) 4.1 for validity of design; b) 4.4 for relevance; c) 4.2 for coherence; d) 4.2 for effectiveness; e) 4.1 for efficiency; f) 4.3 for effectiveness of management; g) 4.2 for impact; h) 4.1 for sustainability.

The report concluded strong overall performance, multi-level impact, steady improvement and solid foundations for long term sustainability. We also appreciate those other supporters who contributed to the project, including The Mrs D M France-Hayhurst Foundation, The Cranbrook Foundation and a number of private individuals.

Other funding partner highlights:

- In addition to supporting Brooke's brick kiln project in Pakistan (as mentioned above), The Cranbrook Foundation also contributed to disaster relief efforts there, as well as showing significant support in Ethiopia. Here Trustees focused their attention on improving farriery and access to veterinary services.
- The Elise Pilkington Charitable Trust also supported work in Ethiopia and Pakistan, providing funding for Brooke's vital global farriery strategy.
- The Petplan Charitable Trust supported a relatively new initiative for Brooke – the creation of Clinical Skills Laboratories in Ethiopia, helping strengthen animal health services in the country.
- The Underwood Trust awarded a grant towards a pilot programme to train equine owners on compassionate handling in Senegal. They learnt how to better manage their animals, including work to rehabilitate those with behavioural problems.
- The John Horseman Trust continued to provide financial support to improve conditions for equids in India's brick kilns.
- We remain indebted to the Sir Peter O'Sullivan Charitable Trust, The Castanea Trust and The Scott Eredine Charitable Trust for their long-standing support and highly valued contributions towards Brooke's core work, ensuring working horses, donkeys and mules have a life worth living.
- A three-year project commenced in 2025 thanks to funding from Global Affairs Canada. Implemented by the University of Saskatchewan and Brooke Ethiopia, the project aims to improve community health and empower marginalised, rural smallholder farmers (especially women and girls and female-headed households) in areas with a high prevalence of zoonotic diseases in Ethiopia.

- In 2025/26, we were lucky enough to be selected by The J S Innes Charitable Trust for a special centenary grant towards a Brooke project in Tanzania to improve the lives of donkeys operating in small scale gold mines there. We are incredibly grateful for this additional gift, as well as the Trust's continued support.



We were delighted to welcome the Nando and Elsa Peretti Foundation as new funders of Brooke's work. In the first year of a multi-year relationship, the foundation generously supported Brooke's work in brick kilns in India and coal mines in Pakistan, whilst also contributing to disaster relief efforts following flash floods in Pakistan.

- And last, but certainly not least, we celebrate the exceptional support and ongoing commitment of Brooke USA and Brooke Netherlands. The significant contributions made by our sister organisations have helped fund important projects across Africa and Asia, including work in India's brick kilns, Pakistan's coal mines and Tanzania's gold mines, as well as Donkey Care Clubs in Kenya.

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;

- A global people survey conducted in autumn 2025 returned excellent results, including an 88% overall engagement score. There are some key areas where we will continue to move forward, including our Diversity, Equity and Inclusion strategy.
- 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.
- The People & Culture teams from across Brooke internationally came together for an in-person workshop to begin developing a new People Strategy for 2027-32, using the survey results to underpin it.
- Internal communications continue to strengthen, with monthly all-staff briefings and tri-annual all staff days as well as a new intranet, Brooke Connect, available across Brooke globally.
- A "Managing at Brooke" programme has been piloted to provide more consistency of approach for people managers. This will be particularly important for performance management and managing absence.
- Safeguarding strategy, policy and practice continues to be developed with a Safeguarding Focal Point in each country programme and the UK.
- We continue to take a global approach to recruitment with the development of several global secondment roles over the past year. Educational visits, for those who do not travel with their role, have been re-established to provide valuable insights into our programmatic work.
- The loss of our Brooke India operation and the colleagues who had served Brooke for many years was a huge blow, and we wish for their hard work and loyalty to be remembered.

Our Processes

Developing an organisation fit for the future

In 2025/26, Brooke has taken huge steps to become data-driven in much of our work. We have established the systems and processes to provide our Country Programmes with data dashboards showing the efficacy of our work, which have been recognised by external evaluators as sector leading. These allow us to recognise where Brooke's work is driving the most value and where we need to make changes. Local teams have already started using them to learn from each other and compare results across regions to seek improvements.

Brooke has taken an optimistic but cautious approach to its AI journey. We recognise that AI can bring enormous opportunities to Brooke for efficiency, learning, automation and establishing new capabilities. However, we are also aware of the potential dangers if not implemented well, such as bias and inaccuracies. Therefore, we have taken an approach whereby we experiment using limited use cases with close monitoring to understand the benefits, reduce risk, and then iterate on those experiments. We are starting to see the benefits both in the efficiencies some of our staff have been able to achieve – reducing some tasks from hours to minutes – as well as the capabilities we now have, such as the ability to more thoroughly evaluate feedback sessions.

COMPLIANCE, GOVERNANCE & SAFEGUARDING

Fundraising Compliance

In 2025/26, 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 the 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 35 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. We undertook an audit of a new call handling and donation processing supplier as part of our due diligence in the procurement process. We continued to ensure that new contracts underwent robust risk assessments and due diligence prior to being finalised.

We continued our work to improve our Gift Aid claiming process through our tax claim tool to ensure that all of our HMRC Gift Aid Tax Claims for 2025/26 were accurate.

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

Governance and Safeguarding

Brooke now has a new Compliance Officer in the Legal and Governance team, specialising in work regarding fundraising.

Brooke now has an AI Policy and AI Usage Guide in place in addition to the AI-Protocol and AI Framework.

Brooke Learns is keeping staff updated with training needs, and reminder emails are also being sent out from the Legal and Governance team to help improve our compliance stats.

There have been no reportable data breaches.

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

Our new five-year global strategy will follow in 2026, and will be operational from April 2027 to March 2032. This will continue to position the organisation as a leader in both thought and implementation within the animal welfare space.

As Brooke looks towards our next Global Strategy, our ambition is clear: happier, healthier working horses, donkeys and mules – now and for future generations.

Our new strategy will put animals at the heart, remain deeply rooted in communities, and increase our ability to create change at scale. It recognises that lasting improvements in animal welfare depend on the interaction between animals, communities, the environment and the wider systems that shape their lives.

This will mean continuing the practical work and deep expertise for which Brooke is known, while strengthening partnerships, evidence and learning, environmental resilience and our ability to influence the policies, services, markets and institutions that affect millions of working animals. We want effective change not only to happen, but to scale and sustain.

We will also strengthen the organisation behind that ambition – investing in our people, supporter relationships, resources, technology, evidence and ways of working so that every part of Brooke can contribute to greater and more lasting impact.

And as Brooke evolves, we will stay true to what has always mattered: understanding the lived experience of the animal, working alongside communities and partners, and bringing kindness, compassion and practical action to the change we seek.

GOAL 1 – Transforming equine welfare in communities

- Gender
- Quality rest
- Finalising and launching the integrated Animal welfare and Health Training centre and shelter in Ethiopia
- Nutrition
- New cart launch in Meru

GOAL 2 – Increasing the visibility and inclusion of working equids

- Over the coming year, we will launch a major new phase of our Donkey Skin Trade campaign, raising awareness of ejiao and mobilising public support to challenge its sale in the UK. These efforts will help drive progress towards our long-term goal of ending the trade and protecting donkeys and the people who rely on them.

GOAL 3 – Developing sustainable animal health systems

- Starting farriery interventions in Nicaragua and Nepal.
- Updating the Working Equid Veterinary Manual (WEVM) and bringing this online.
- Supporting more countries to develop an Essential Veterinary Medicines List (EVML) – Nepal and Pakistan.

- Women in Animal Health (AH)
- This year, Brooke refreshed its brand to better express its purpose of ending the suffering of working horses, donkeys and mules. At the heart of this work was the development of the Kindness Knows No Bounds creative platform, inspired by Brooke's belief in unrelenting kindness and lasting change.

In the coming year, we will begin embedding the new proposition across our communications, helping us strengthen understanding, trust and engagement with supporters, partners and wider audiences, while building a more consistent and distinctive Brooke brand. Vitally, this will enable audience growth and drive income in an ever-competitive market.

- Preparing for the new Global People & Culture strategy to be delivered from April 2027.
- Supporting the organisation with changes to UK employment law with effect from 1 January 2027.
- Offering more global roles in recruitment to provide opportunities across the organisation.
- Continuing to pilot a roll out of our Ciphre Management Information System (HRMIS) to Brooke Pakistan and Brooke East Africa.
- Developing a Managing at Brooke programme to support managers especially in managing performance.
- Continuing as members of Project Fair, an international membership organisation to promote pay equity across the sector, and to deliver a Total Reward package for staff.

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:

- As we look forward into the next financial year, we will be working to introduce technologies to reduce time consuming tasks where possible, automate processes where sensible, and innovate where opportunity arises. We are particularly keen to bring technology to the field where communities we work with have access to devices and the internet.
- We will work hard to expand our use of data from understanding what we have achieved in the past and present toward predicting and modelling what Brooke could achieve going forward. This will help us make the most use of our supporter's donations and deliver the most effective programme outputs possible.
- Over the coming year, we will launch a major new phase of our Donkey Skin Trade campaign, raising awareness of ejiao and mobilising public support to challenge its sale in the UK. These efforts will help drive progress towards our long-term goal of ending the trade and protecting donkeys and the people who rely on them.
- Increase operational efficiency by streamlining our finance processes and using tools that integrate with our existing systems.
- Developing a long-term financial model to support the new strategy, incorporating a range of scenarios and underlying assumptions. Supported by a five-year funding strategy.

As we look towards 2027, we are building on what the evidence tells us works: keeping animals at the heart of our decisions; working alongside communities; strengthening the environments on which animals and people depend; and changing the systems that determine the lives of millions of working horses, donkeys and mules.

FINANCIAL AND ADMINISTRATIVE REPORT

TRUSTEES' ADMINISTRATIVE REPORT

The Trustees of Brooke present their Annual Report for the year ended 31 March 2026 under the Charities Act 2022 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

Annette Badland

Sam Dracott

Jane Holderness-Roddam CVO CBE

Dr Scott Miller

Nigel Payne MBE

Hannah Russell

Gemma Stevens

Sandi Thom

Major Richard Waygood MBE

Trustees

Kirsty Hayes, Chair

Mark McLaughlin (1,2,3), Honorary Treasurer

Dr Linda Susan Belton (1)

Amy Jane Jankiewicz (2,3)

Heather Killen

Christopher Tattersall (1, 2)

Padmapriya Tirukurungudi Santham (3) (resigned 24th February 2026)

Eric Munene Kimani (1,3)

Patrick Lawrence Mulford (1,3) (appointed 24th September 2025)

Rajat Dhawan (resigned 12th May 2025)

Gaynor Miller (resigned 12th May 2025)

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

Aragie Yimer, Chief Financial Officer

Bo Ruan, Director of Technology and Data

Jasvir Kaur, International Director of Fundraising and Communications

Enrico Tizzano, Chief Transformation Officer (resigned 4th April 2025)

Linda McGary, Global Head of People and Culture

Laura Skippen, Global Head of Animal Health and Welfare

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 fourth year of Brooke's current five-year strategy, and at the time of writing this report, Brooke is developing its next five-year Global Strategy, which is exciting. As a consequence of strategic focus on driving efficiency and effectiveness, our charitable expenditure has increased by 21% over the four-year period (£14.0m to £17.0m). Despite the unfortunate closing down of our operation in India this year, our charitable expenditure remained resilient at £17.0m, down slightly from £17.8m in 2024/25. While the financial impact of Brooke India's closure on this year's charitable spend is a £1.8m reduction, our increased spend across all other countries means the net reduction on the overall charitable spend is limited to £0.8m (5%). We would have had the highest ever charitable spend this year if we were not forced to close our India operation.

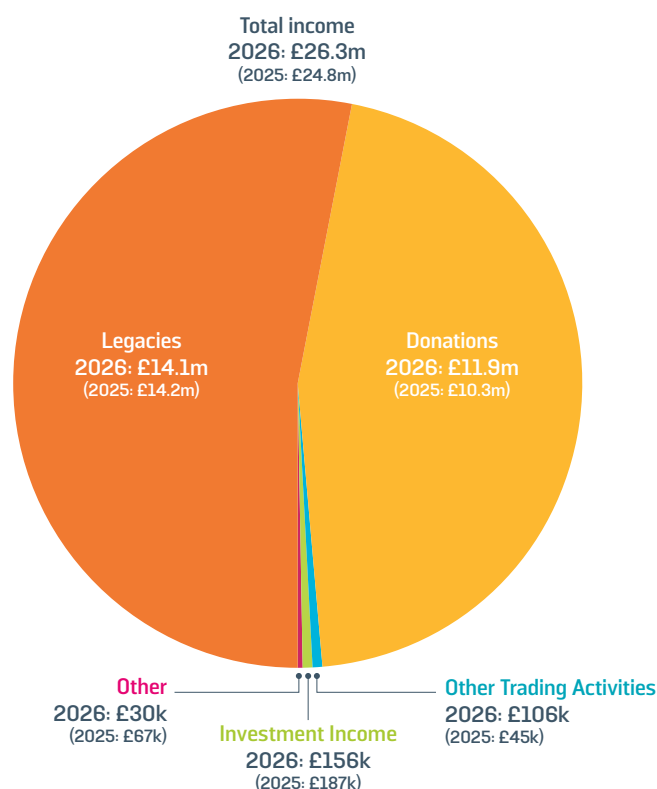
Brooke has ambitious fundraising targets, and significant internal digital transformation is taking place to enable delivery. Following the successful implementation of a new Customer Relationship Management (CRM) tool last year to help drive income growth, we have now gone live with a new website, which will enhance the digital user experience of our supporters and all other stakeholders. As detailed below, the level of our legacy pipeline remained strong at £17.7m. 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 the past few years were exceptional for Brooke in terms of our income growth, this year's income marks the highest on record at £26.3m. 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 increased by £1.5m, from £24.8m to £26.3m, primarily as a result of strong performance in Supporter Engagement £0.8m and in Philanthropy & Partnerships £0.8m, partly offset by minor decrease in Legacies. This income is made up as follows:

- Legacy income for the year was £14.1m, which is a decrease from last year of £14.2m. Last year benefited from receiving a 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 £17.7m as of 31st March 2026 that compares to £18.1m in 2025. Despite receiving the high value legacy income during the last financial year, our legacy pipeline continues to be robust this financial year.
- Income from donations is £11.9m which is an increase of £1.6m on the previous year. Despite this increase, our ambition to grow our fundraising income continues to be impacted by the change in the external environment, both by political and economic uncertainties.
- The remaining income is made of trading activities £106k (2025: £45k), investment income £156k (2025: £187k) and other income £30k (2025: £67k).



GAIN ON INVESTMENT ASSET

The returns from our investment portfolio in the form of interest and dividends, which is recognised as income, was £156k (2025: £187k). The underlying market value of the investment portfolio, which is shown in Note 9 in our accounts, reports an unrealised gain of £519K (2025: £717k).

TOTAL EXPENDITURE

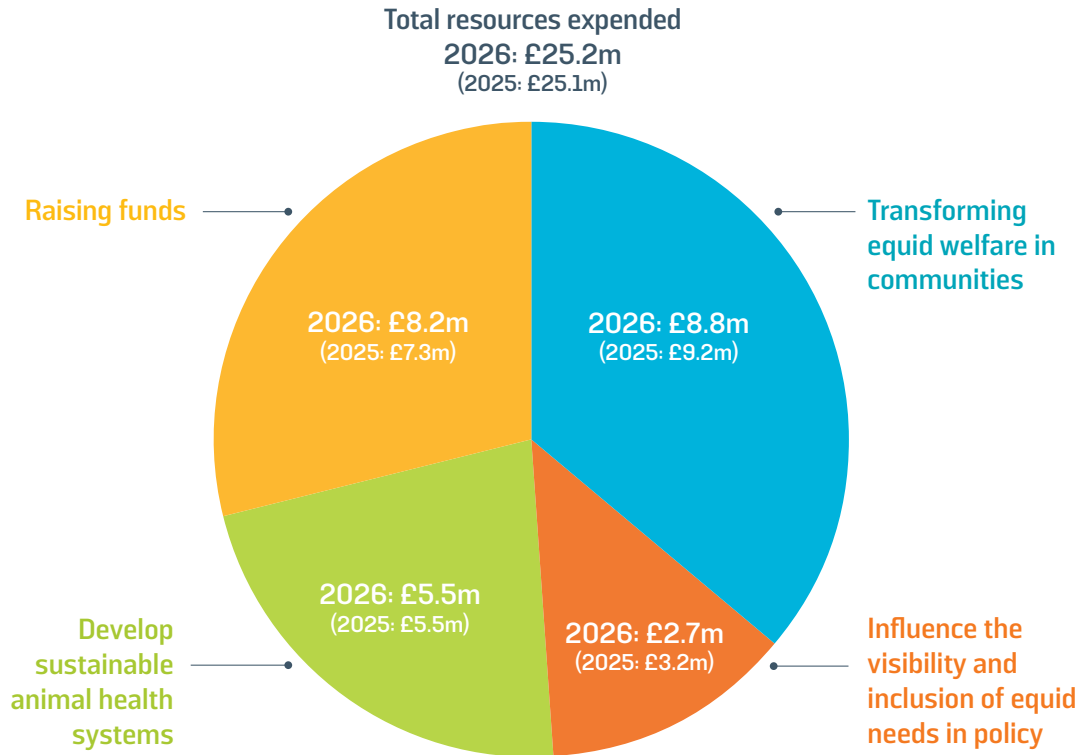
Total expenditure for the year has increased by £48k from £25.12m to £25.16m. Given the impact of the Brooke India closure, it is remarkable that we broadly maintained the level of charitable spend during the year at £17m, down slightly from £17.8m in 2024/25. Support and overhead costs are allocated 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 £8.2m (2025: £7.3m) increased by £0.9m from the previous year. This is primarily due to increased budgeted spend to grow our income but also partially impacted by Brooke India closure due to the proportion of overhead allocations. Allocated support cost and overhead cost are included in this overall fundraising cost (Note 3).

CHARITABLE ACTIVITIES

Total expenditure on charitable activities is £17m (2025: £17.8m), a year-on-year decrease of £0.8m. While the financial impact of Brooke India's closure on this year's charitable spend is a £1.8m reduction, our increased spend across all other countries means the net reduction on the overall charitable spend is limited only to £0.8m (5%). We would have had a record breaking charitable spend this year if we were not forced to close our India operation. Charitable expenditure 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 2026, the restricted fund balance totalled £182,596.

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.
- A new website.
- Other projects, including Capex investment in in UK, country programmes and Hoof Print.

The designated funds at 31 March 2026 were £2.2m (see Note 10), a decrease of £1.2m 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 allow 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 2026 amounted to £12.8m, of this £1.9m 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 £2.2m the Trustees designated at the 31st March 2026 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 2026, 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 investment portfolio was +3.5% for the year ending 31st March 2026. This compares to reference benchmarks of +3.0% and +9.0% for UK inflation and the peer group* respectively. Since inception, on 30th June 2015, the portfolio has risen +93.1% against +40.0% for UK inflation, and +52.5% for the peer group. All figures are total returns, net of fees and charges.

Whilst markets have recovered strongly since the end of March 2026, the period under review represents one of significant volatility for markets given President Trump's tariff announcement in April 2025, the war in the Middle East and ongoing geopolitical risks. On a positive note, GDP in the US is notably supported by artificial intelligence spend and corporate earnings growth remains resilient. Our core scenario is a reflationary growth environment of broad global economic expansion supported by pro-cyclical government policy, stable inflation with flat to modestly falling interest rates. The portfolio remains highly diversified across different asset classes and by region and sectors with strong risk controls around position sizing.

** The peer group is based on real performance of approximately 65 investment managers as measured by Asset Risk Consultants (ARC); an independent consultant that compiles indices based on historical performance. It provides an objective means of placing performance into context.*

GOING CONCERN

The Trustees have a reasonable expectation that Brooke has adequate resources to continue operating for the foreseeable future. Having considered the charity's strong reserves position and robust legacy pipeline, they have identified no material uncertainties that would cast doubt on Brooke's ability to continue as a going concern.

Sadly, following 25 years of programme delivery, Brooke India ceased operations during the year. Changes in the regulatory environment meant that Brooke UK could no longer legally fund the organisation under its existing structure. Although our work in India has ended, Brooke continues to support working horses, donkeys and mules across all other regions in which we operate.

We continued to expand our activities during the year, across both our core programmes and the Hoof Print expansion project. Charitable expenditure was £17m. The closure of Brooke India reduced expenditure by £1.8m; however, increased spend across our other country programmes limited the overall year-on-year reduction to £0.8m, or 5%. Excluding the impact of the closure, charitable expenditure would have reached a record level.

Thanks to the exceptional generosity of our supporters, including those who left gifts in their wills, income for 2025/26 reached £26.3m — the highest level in Brooke's history. Together with a robust legacy pipeline of approximately £18.9m at the date of this report, this provides a strong foundation for the continued development of our programme work and helps mitigate external pressures, including inflation.

Brooke's planning and budgeting framework includes longer-term financial forecasts, scenario analysis and regular assessment of projected income, expenditure and reserves. Financial plans are updated to reflect significant external developments. As we develop our next strategy, it will be underpinned by long-term financial projections.

We monitor cash flow closely and maintain short-term contingency plans to manage potential delays in income receipts, particularly legacy income. Our risk management process is robust, ensuring that appropriate mitigations are in place for risks that could affect delivery of our strategic objectives.

These planning, budgeting and risk management arrangements provide the Trustees with assurance that Brooke is well placed to manage its principal risks, supported by sufficient reserves and predictable cash flow. Accordingly, the Trustees have concluded that Brooke has adequate resources to continue operating for the foreseeable future and have prepared the financial statements on a going-concern basis.

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. 24/7 Security Operation Centre (SOC) was implemented with a 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: 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: 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 checks for new partners are 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: Appetite for organisational change and adoption may not be at a level required to enable Brooke to deliver organisational efficiency.</p> <p>Impact: This may impact the allocation of resources and programme delivery.</p>	<p>In line with its mission to coordinate organisation-wide improvement, lead project management methodology and oversee the change portfolio, the Business Improvement team continued to support effective adoption of change. Through the Strategic Change Board and established governance arrangements, the team assess business impacts and opportunities, prioritise and sequence initiatives, recommend appropriate resources, apply consistent project and change-control disciplines, and engage affected teams.</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 2025/26, we had an average of 240 staff led by the Chief Executive and other members of the Executive 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 2025/26.

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 Chairperson. 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 (Executive 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 no longer operates in India following the sad closure of Brooke India's programme operations after 25 years. Changes to the regulatory environment meant Brooke UK could no longer legally continue funding the organisation under its existing structure.*

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 Belize, Honduras, Nicaragua, Kenya, Nepal, India, Pakistan, Senegal, Burkina Faso, Ghana, Ivory Coast, 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 2025/26, 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 de Desarrollo Pespirense ADEPES – Honduras
Universidad Nacional de Agricultura Honduras (UNAG)

Intragovernmental partners:

Centro de Coordinación para la Prevención de los Desastres en América Central y República Dominicana (CEPRENAC). This strategic partnership provides an indirect reach in all Central American Integration System – SICA Member States, including Guatemala, El Salvador, Honduras, Costa Rica, Panama and the Dominican Republic.

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 Ethiopia (NGO)*
Jimma University*
Wollo University*
Bahir Dar University*
Hawassa University*
Haramaya University*

BROOKE INDIA

Unfortunately, we were forced to close our India operation in March 2026. However, Brooke India worked with the below organisations for the financial year April 2025 to March 2026. Brooke India do not fund any partner due to legal restrictions.

Collaborating Agencies – Government (2)

Animal Husbandry and Veterinary Department, Govt of Assam
Animal Husbandry and Veterinary Department, Govt. of Uttarakhand

Collaborating Agencies – Non-Government (1)

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

Knowledge Partnership – Civil Society Organisations (1)

Foundation for Ecological Security (FES), Anand, Gujarat

Knowledge Partnership – Universities (6)

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 (Renew)

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.

Knowledge Partnership – Institutions (4)

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

BROOKE PAKISTAN

Sindh Rural Support Organisation (SRSO)
Sukaar Foundation
Grass-Root Organization for Human Development (GODH)
Brick Kilns Owners Association (BKOA) *
Pakistan Girl Guides Association (PGGA) *
Riha College of Veterinary Sciences *
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) *
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) *
Sindh Agriculture University Tandojam *
Coalmines Owners Association (COA) *

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) *
Media Council of Kenya (MCK) *
Kenya Wildlife Services (KWS) *

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
Inades-Formation Secrétariat général, Togo et Côte d'Ivoire
CNFTEIA de Saint Louis et le CEP de GAPNET (Ghana poultry network) & Donyaepa. Ghana

The following institutions do not 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.

This report, which incorporates the Strategic Report, was approved by the Trustees on 23 September 2026 and signed on their behalf:



Kirsty Hayes

Chair

23 September 2026

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 2026 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's and the charitable company's affairs as at 31 March 2026 and of the group's incoming resources and application of resources, including its 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 group's or the charitable company's ability to continue as a going concern for a period of at least 12 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 group and charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation together with the Charities SORP (FRS 102) and local tax regulations. 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. 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 also considered the opportunities and incentives that may exist within the group and the charitable company for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance Committee 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 and trustees 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
Statutory Auditor

London

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2026 (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT)

	Notes	Unrestricted Funds 2026 £	Restricted Funds 2026 £	Total Funds 2026 £	Total Funds 2025 £
Income:					
Donations and legacies	2, 10	22,658,192	3,348,308	26,006,500	24,456,816
Other trading activities		105,999	-	105,999	44,528
Investments		155,519	-	155,519	187,328
Other		-	29,549	29,549	67,443
Total income		22,919,710	3,377,857	26,297,567	24,756,115
Expenditure					
Expenditure on raising funds	3	8,214,083	-	8,214,083	7,297,823
Expenditure on charitable activities:					
Transforming equid welfare in communities		7,050,196	1,685,381	8,735,577	9,153,980
Influence the visibility and inclusion of equid needs in policy		2,211,585	508,122	2,719,707	3,165,947
Develop sustainable animal health systems		4,440,479	1,054,581	5,495,060	5,499,123
Total charitable activities	3	13,702,260	3,248,084	16,950,344	17,819,050
Total expenditure	3	21,916,343	3,248,084	25,164,427	25,116,873
Net gains on investments	9	519,452	-	519,452	716,895
Net income/(expenditure)		1,522,819	129,773	1,652,592	356,137
Total funds brought forward	18	13,509,100	52,823	13,561,923	13,205,786
Total funds carried forward	10, 14	15,031,919	182,596	15,214,515	13,561,923

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

CONSOLIDATED AND CHARITY BALANCE SHEET AS AT 31 MARCH 2026

	Notes	Group 2026 £	Group 2025 £	Charity Only 2026 £	Charity Only 2025 £
Fixed assets:					
Intangible Assets	8A	1,449,838	1,343,376	1,449,838	1,343,376
Tangible Assets	8B	400,921	387,501	400,921	387,501
Investments & long-term deposits	9	14,402,024	14,606,619	14,402,024	14,606,619
TOTAL		16,252,783	16,337,496	16,252,783	16,337,496

Current assets:					
Debtors	11	2,738,795	3,321,145	2,738,795	3,321,145
Cash at bank and in hand		3,441,976	3,600,209	3,431,128	3,589,277
TOTAL		6,180,771	6,921,354	6,169,923	6,910,422

Current liabilities:					
Creditors: amounts due within one year	12	7,219,039	9,696,925	7,208,191	9,685,993
NET CURRENT LIABILITIES		(1,038,268)	(2,775,571)	(1,038,268)	(2,775,571)
TOTAL NET ASSETS		15,214,515	13,561,923	15,214,515	13,561,923

THE FUNDS OF THE CHARITY					
Unrestricted Income Funds:					
General Funds:	10	12,813,040	10,114,743	12,813,040	10,114,743
General Funds - Capitalised Assets					
Designated Funds	10	2,218,879	3,394,357	2,218,879	3,394,357
Restricted Income Funds	10	182,596	52,823	182,596	52,823
TOTAL FUNDS ¹		15,214,515	13,561,923	15,214,515	13,561,923

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
23 September 2026



Mark McLaughlin
Honorary Treasurer
23 September 2026

CONSOLIDATED CASHFLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2026

		Total Funds 2026 £	Total Funds 2025 £
Schedule A	Net cash provided by (used in) operating activities	(547,065)	48,438
	Cashflow from investing activities:		
	Dividends, Interest from Investments	155,519	187,327
	Proceeds from disposal of fixed assets	(1,038)	1,125
	Purchases of Fixed Assets – Tangible	(177,643)	(172,341)
	Purchases of Fixed Assets – Intangible	(312,053)	(490,360)
	Purchase of investment	(25,953)	(44,826)
	Sales of investment	750,000	-
	Net cash provided by (used in) Investing activities	388,832	(519,075)
	Change in cash and cash equivalents in the reporting period	(158,233)	(470,637)
	Cash and cash equivalents at the beginning of the reporting period	3,600,209	4,070,846
	Cash and cash equivalents at the end of the reporting period	3,441,976	3,600,209
Schedule A	Net movement in Funds for the reporting period (as per the Statement of Financial Activities)	1,652,592	356,137
	Adjustments for:		
	Depreciation Charges	165,111	254,381
	Amortisation Charges	205,591	105,059
	(Gain)/loss on investments	(519,452)	(716,895)
	Gifts in Kind	(12,700)	(15,000)
	In Kind Expenses	12,700	15,000
	Dividends and Interest from Investments	(155,519)	(187,328)
	(Profit)/ Loss on the sale of Fixed Assets	150	(186)
	(Increase)/ Decrease in Debtors	582,350	(612,504)
	Increase/ (Decrease) in Creditors	(2,477,888)	849,773
	Net cash used in/ provided by operating activities	(547,065)	48,438

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, 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

The Trustees have a reasonable expectation that Brooke has adequate resources to continue operating for the foreseeable future. Having considered the charity's strong reserves position and robust legacy pipeline, they have identified no material uncertainties that would cast doubt on Brooke's ability to continue as a going concern.

Sadly, following 25 years of programme delivery, Brooke India ceased operations during the year. Changes in the regulatory environment meant that Brooke UK could no longer legally fund the organisation under its existing structure. Although our work in India has ended, Brooke continues to support working horses, donkeys and mules across all other regions in which we operate.

We continued to expand our activities during the year, across both our core programmes and the Hoof Print expansion project. Charitable expenditure was £17m. The closure of Brooke India reduced expenditure by £1.8m; however, increased spend across our other country programmes limited the overall year-on-year reduction to £0.8m, or 5%. Excluding the impact of the closure, charitable expenditure would have reached a record level.

Thanks to the exceptional generosity of our supporters, including those who left gifts in their wills, income for 2025/26 reached £26.3m –the highest level in Brooke's history. Together with a robust legacy pipeline of approximately £18.9m at the date of this report, this provides a strong foundation for the continued development of our programme work and helps mitigate external pressures, including inflation.

Brooke's planning and budgeting framework includes longer-term financial forecasts, scenario analysis and regular assessment of projected income, expenditure and reserves. Financial plans are updated to reflect significant external developments. As we develop our next strategy, it will be underpinned by long-term financial projections.

We monitor cash flow closely and maintain short-term contingency plans to manage potential delays in income receipts, particularly legacy income. Our risk management process is robust, ensuring that appropriate mitigations are in place for risks that could affect delivery of our strategic objectives.

These planning, budgeting and risk management arrangements provide the Trustees with assurance that Brooke is well placed to manage its principal risks, supported by sufficient reserves and predictable cash flow. Accordingly, the Trustees have concluded that Brooke has adequate resources to continue operating for the foreseeable future and have prepared the financial statements on a going-concern basis.

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 £26.3m (2025: £24.8m) and gross expenditure was £25.2m (2025: £25.1m).

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 for 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 Note 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 £14,402,024. 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.

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 2026, Brooke had committed to 262m PKR (£0.7m) and 357m KES (£2.1m). The value of movement in the forward contracts from the date of commitment to 31 March 2026 was an increase of £21,461, 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 (2025: 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 and 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 ongoing 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 2026 £	Restricted 2026 £	Total 2026 £	Total 2025 £
Donations	9,048,923	2,843,823	11,892,746	10,280,220
Legacies	13,609,269	504,485	14,113,754	14,176,596
Total	22,658,192	3,348,308	26,006,500	24,456,816

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 £17.7m (2025: £18.1m).

3. TOTAL EXPENDITURE

	Grants £	Direct staff £	Direct other £	Support and Governance costs £	Total 2026 £	Total 2025 £
Raising funds:						
Fundraising	-	2,849,701	3,711,198	755,649	7,316,548	6,436,826
Supporter Services	-	310,936	357,841	77,026	745,803	708,112
Trading	-	25,450	-	-	25,450	15,426
Investment Management	-	-	126,282	-	126,282	137,459
Total raising funds	-	3,186,087	4,195,321	832,675	8,214,083	7,297,823
Charitable activities:						
Transforming equid welfare in communities	5,353,704	1,520,249	819,322	1,042,302	8,735,577	9,153,980
Influence the visibility and inclusion of equid needs in policy	1,750,022	408,708	220,269	340,708	2,719,707	3,165,947
Develop sustainable animal health systems	3,162,541	1,115,580	601,230	615,709	5,495,060	5,499,123
Total charitable activities	10,266,267	3,044,537	1,640,821	1,998,719	16,950,344	17,819,050
Total expenditure	10,266,267	6,230,624	5,836,142	2,831,394	25,164,427	25,116,873

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

	2026 £	2025 £
Legal and CEO	299,576	227,090
Human resource, learning and development	568,253	582,427
Governance	322,589	297,229
Finance	634,227	332,364
Dilapidation provision	-	-
Information Service	1,006,749	953,834
Total	2,831,394	2,392,944

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 £909k remains within cost of raising funds, representing the fundraising element of the literature, and £309k has been reallocated into charitable activities, representing the raising awareness element.

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

	Local Currency LC	2026 Total LC	2025 Total LC	2026 Total £	2025 Total £
Grants to Affiliates and Partners:					
Afghanistan	Pound Stirling	5,951	-	5,951	-
India	Indian Rupee	79,029,106	257,466,185	724,718*	2,531,177*
Kenya	Kenyan Shilling	439,620,663	397,967,169	2,842,439	2,512,419
Pakistan	Pakistan Rupee	555,751,462	403,585,189	1,861,628	1,444,881
Egypt	Pound Sterling	315,802	250,000	315,802	250,000
Nepal	Pound Sterling	90,011	103,062	90,011	103,062
Total grants		-	-	5,840,549	6,841,539
Transfers to Branches:					
Ethiopia	Ethiopian Birr	390,568,146	229,464,573	2,039,928	2,024,510
Senegal	CFA Franc	1,091,125,005	1,039,543,240	1,498,692	1,370,602
Nicaragua	Cordoba	39,299,506	31,761,069	887,098	851,860
Total transfers		-	-	4,425,718	4,246,972
Total grants and transfers		-	-	10,266,267	11,088,511

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.

*The financial impact of Brooke India's closure on this year's charitable spend is £1.8m reduction, our increased spend across all other countries means the net reduction on the overall charitable spend is limited only to £0.8m (5%). We would have had a record-breaking charitable spend this year if we were not forced to close our India operation.

4(b). ANALYSIS OF GOVERNANCE EXPENSES

	2026 £	2025 £
Staff Costs	250,009	250,370
Trustee Expenses	11,026	2,761
Audit Fees	33,553	33,860
Other Expenses	21,288	3,466
Total	315,876*	290,457

*The difference between governance cost of £322,589 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

	2026 £	2025 £
Audit Fees for Statutory Audit	33,553	33,860
Amortisation and depreciation charges	370,702	359,440
Rental cost relating to operating leases:		
Land and Building	381,166	401,316

6. STAFF COSTS

	2026 £	2025 £
Salaries	7,310,451	7,119,329
Temporary Staff	301,133	102,008
National Insurance costs	794,567	668,483
Pensions and Other Costs*	1,078,250	878,897
Total	9,484,401	8,768,717

*Total Redundancy and settlement costs incurred in 2026 were £17,600 (2025: £88,305). In Note 3, staff costs for branches amounting to £1,874,713 (2025: £1,718,311) have been included within Programme costs.

Average Number of Staff Employed

	2026	2025
Fundraising	49	43
Supporter Services	4	5
Charitable Activities UK	27	27
Charitable Activities Overseas (Branches)	117	112
Administration (including Support costs and Governance)	43	43
Total	240	230

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, Director of International Programmes, Global Head of Animal Health and Welfare and Global Head of People and Culture.

	2026 £	2025 £
Total salary of Key Management Personnel	890,490	735,394

Number of employees whose benefits excluding employer's pension contributions amounted to more than £60k	2026	2025
Between £60,001 and £70,000	6	10
Between £70,001 and £80,000	8	7
Between £80,001 and £90,000	1	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
Between £140,001 and £150,000	1	-
Between £150,001 and £160,000*	-	1

The pension costs paid in respect of these employees amounted to £130,617 (2025: £157,489).

7. TRUSTEES' EXPENSES

Trustees' total expenses during the year amounted to £11,026 (2025: £2,761), of which £9,639 (2025: £2,698) related to visits by five trustees to overseas centres. These expenses were incurred in respect of necessary duties carried out. Two trustees received reimbursements this year totalling £101 (2025: £63 – 2 trustees) for travel related costs to attend a 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 £8,949 (2025: £9,168).

8(a). GROUP AND CHARITY INTANGIBLE FIXED ASSETS

	Computer Applications £	Website £	Website W.I.P £	Total £
Cost:				
At 31 March 2025	1,617,556	248,962	21,261	1,887,779
Additions	96,016	-	216,037	312,053
Disposals	-	-	-	-
At 31 March 2026	1,713,572	248,962	237,298	2,199,832
Depreciation:				
At 31 March 2025	295,441	248,962	-	544,403
Depreciation for the year	205,591	-	-	205,591
Disposals	-	-	-	-
At 31 March 2026	501,032	248,962	-	749,994
Net Book Value:				
At 31 March 2026	1,212,540	-	237,298	1,449,838
At 31 March 2025	1,322,115	-	21,261	1,343,376

8(b). GROUP AND CHARITY TANGIBLE FIXED ASSETS

	Fixtures & Fittings £	Machinery & Equipment £	Computers & Software £	Vehicles £	Total £
Cost:					
At 31 March 2025	33,818	83,122	382,150	924,410	1,423,500
Additions	-	14,899	56,944	105,800	177,643
Disposals	-	-	(72,120)	-	(72,120)
At 31 March 2026	33,818	98,021	366,974	1,030,210	1,529,023
Depreciation:					
At 31 March 2025	29,109	60,284	269,352	677,254	1,035,999
Depreciation for the year	-	15,328	55,378	94,405	165,111
Disposals	-	-	(73,008)	-	(73,008)
At 31 March 2026	29,109	75,612	251,722	771,659	1,128,102
Net Book Value:					
At 31 March 2026	4,709	22,409	115,252	258,551	400,921
At 31 March 2025	4,709	22,838	112,798	247,156	387,501

9. GROUP AND CHARITY INVESTMENTS

	2026 £	2025 £
Market Value at 1 April	14,606,619	13,844,896
Dividends reinvested	124,387	137,479
Fees deducted during the year	(98,434)	(92,651)
Disposals	(750,000)	-
Net gains / (losses)	519,452	716,895
Market Value at 31 March	14,402,024	14,606,619
Historical Cost at 31 March	11,074,883	11,225,546
Fixed Interest	2,832,497	3,163,521
UK Equities	904,345	1,200,026
Overseas Equities	7,026,324	6,758,466
Alternative Investments	2,669,623	2,367,615
Commodities	757,361	694,432
Cash & cash alternatives	211,874	422,559
Market Value at 31 March	14,402,024	14,606,619

10. CONSOLIDATED MOVEMENT IN UNRESTRICTED AND RESTRICTED FUNDS

	31 March 2025 £	Income £	Expenditure £	Transfers £	Net Gain on Investment £	31 March 2026 £
Unrestricted Funds:						
General Funds	10,114,743	22,919,710	(21,916,343)	1,175,478	519,452	12,813,040
Designated Funds*	3,394,357	-	-	(1,175,478)	-	2,218,879
Total unrestricted Funds	13,509,100	22,919,710	(21,916,343)	-	519,452	15,031,919
Restricted Funds:						
Afghanistan	-	6,185	(6,185)	-	-	-
Egypt	-	311,460	(311,460)	-	-	-
Ethiopia	3,156	505,441	(388,203)	14,608	-	135,002
India	-	553,368	(553,368)	-	-	-
Kenya	-	501,995	(534,913)	32,918	-	-
Nicaragua	-	172,570	(175,540)	2,970	-	-
Nepal	-	140,000	(97,458)	-	-	42,542
Pakistan	-	924,579	(932,236)	7,657	-	-
Senegal	41,041	110,354	(165,322)	13,927	-	-
Virtual Gifts	-	72,080	-	(72,080)	-	-
Ethiopia Research Wellcome	3,660	-	(3,660)	-	-	-
PHD- Burden of Animal Diseases in Working Equids	4,966	-	(4,966)	-	-	-
Hoofprint: Clinical Skills lab	-	43,125	(38,073)	-	-	5,052
Global Programme Essential Medicines	-	6,516	(6,516)	-	-	-
Global Farriery	-	20,000	(20,000)	-	-	-
Other UK	-	10,184	(10,184)	-	-	-
Total Restricted Funds	52,823	3,377,857	(3,248,084)	-	-	182,596
Total Funds	13,561,923	26,297,567	(25,164,427)	-	519,452	15,214,515

*This transfer is the net balance between designated funds spent during the year and those 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 £404k were received from Brooke USA to fund work in India, Senegal, Kenya and Ethiopia. Additionally, donations totalling £302k were received from Brooke Netherlands in 2025-2026, restricted to our work in Pakistan and India.

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

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

11. DEBTORS AND PREPAYMENTS

	Group 2026 £	Charity 2026 £	Group 2025 £	Charity 2025 £
Legacies Receivable	1,628,550	1,628,550	934,970	934,970
Tax Recoverable	364,816	364,816	520,000	520,000
Prepayments	659,504	659,504	939,408	939,408
Accrued Income	70,814	70,814	241,311	241,311
Other Debtors*	15,111	15,111	685,456	685,456
Total	2,738,795	2,738,795	3,321,145	3,321,145

*The significant year on year reduction on other debtors is due to Brooke India's closure. As at 31st March 2026 there were no debtors in relation to Brooke India. (2025: £667,440 of ring-fenced funding provided last year and utilised this year).

The presentation of the Debtors note has been updated to provide a more detailed breakdown; This change affects presentation only and has no impact on the underlying figures

12. CREDITORS: AMOUNT FALLING DUE WITHIN ONE YEAR

	Group 2026 £	Charity 2026 £	Group 2025 £	Charity 2025 £
Trade Creditors	588,901	588,901	856,027	856,027
Grants committed to partners*	3,888,791	3,888,791	6,038,636	6,038,636
Taxes and social security	183,241	183,241	166,471	166,471
Accruals and deferred income	726,581	726,581	879,531	879,531
Other Creditors	1,831,525	1,820,997	1,756,260	1,745,328
Total	7,219,039	7,208,191	9,696,925	9,685,993

*The significant year on year reduction on grant commitment is due to Brooke India's closure, which also impacted our charitable spend for the year. As at 31st March 2026 there was no grant commitment to Brooke India. (2025: £2,502,516).

The presentation of the Creditors note has been updated to provide a more detailed breakdown; This change affects presentation only and has no impact on the underlying figures

ANALYSIS OF DEFERRED INCOME

	Group 2026 £	Charity 2026 £	Group 2025 £	Charity 2025 £
Balance as at 1 April 2025	810,624	810,624	389,829	389,829
Income deferred in the current year	231,407	231,407	810,624	810,624
Release from prior year	(810,624)	(810,624)	(389,829)	(389,829)
Balance as at 31 March 2026	231,407	231,407	810,624	810,624

The ending balance of £231,407 is included within creditors/liabilities on the balance sheet representing grants received for specific projects scheduled for the next financial year.

13. GROUP AND CHARITY OPERATING LEASE COMMITMENTS

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

Lease Payments	2026 Land & Buildings £	2026 Other £	2026 Total £	2025 Land & Buildings £	2025 Other £	2025 Total £
Not later than one year	370,657	-	370,657	420,675	-	420,675
Later than one year but not later than five years	379,692	-	379,692	109,672	-	109,672
Later than five years	-	-	-	-	-	-
Total	750,349	-	750,349	530,347	-	530,347

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Fund £	Restricted Funds £	2026 Total £
Group:			
Intangible Assets	1,449,838	-	1,449,838
Tangible Assets	400,921	-	400,921
Investments	14,402,024	-	14,402,024
Current Assets	5,998,175	182,596	6,180,771
Current Liabilities	(7,219,039)	-	(7,219,039)
Net Assets	15,031,919	182,596	15,214,515

Charity:			
Intangible Assets	1,449,838	-	1,449,838
Tangible Assets	400,921	-	400,921
Investments	14,402,024	-	14,402,024
Current Assets	5,987,327	182,596	6,169,923
Current Liabilities	(7,208,191)	-	(7,208,191)
Net Assets	15,031,919	182,596	15,214,515

15. RELATED PARTY TRANSACTIONS

During the financial year, Brooke received unconditional donation of £1K from a Trustee (2025: £nil) The donation was made voluntarily and without any conditions attached to its use. The trustee has not retained any rights or benefits in relation to the funds.

The donation has therefore been recognised as income from donations in the financial statements.

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 and gift items to raise funds for the furtherance of the parent charity's charitable purpose.

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

	2026 BHAT £	2025 BHAT £
Total income	105,999	44,528
Total expenditure	31,135	(19,878)
Net income	74,864	24,650
Gift to Brooke Hospital for Animals	(74,864)	(24,650)
Retained surplus/(deficit) for the year	-	-
Total Assets	11,000	11,000
Total Liabilities	(11,000)	(11,000)
Total Funds	-	-

At 31 March 2026, Brooke Hospital for Animals Trading Limited owed the parent charity £11,000 (2025: £11,000) for a start-up loan injection. During the year, Brooke Hospital for Animals Trading Limited expended £3,745 (2025: £2,476) with the parent charity for loan interest charges and use of name and logo and recharge of £2,045 (2025: £1,976) for audit fee.

17. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025

	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

18. CONSOLIDATED MOVEMENT IN UNRESTRICTED AND RESTRICTED FUNDS FOR YEAR ENDED 31 MARCH 2025

	31 March 2024 £	Income £	Expenditure £	Transfers £	Net Gains £	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)	-	-
Hoof print 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

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS FOR YEAR ENDED 31 MARCH 2025

	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

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

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