ADAPTABILITY
IN THE FACE OF UNCERTAINTY

Annual Report & Accounts
2020/21
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70,522 WORKING ANIMALS given access to shelter in Ethiopia

£9.3 MILLION raised through legacies

NEW 2025 GLOBAL STRATEGY developed and approved

£10.5 MILLION raised in donations

FARRIERY SCHOOL outside of Europe and North America established in Senegal

ACTION FOR ANIMAL HEALTH coalition ready for launch

BAN ON DONKEY SKIN TRADE in Kenya achieved

122,000 active supporters worldwide

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Joining as Chief Executive at Brooke in November 2020, I entered into one of the most testing years in our history. The normal processes of induction, face-to-face meetings and a visit to see our teams overseas, were replaced with the burning priorities of the health and welfare of our people and partners, and ensuring we continued to deliver for the animals and communities that depend upon us.

Fortunately, the Brooke family is made up of extraordinarily committed and dedicated employees and extraordinarily generous and loyal supporters. This combination means we were still able to deliver so much despite the very demanding environments in which we were working. In fact, we reached more working equids directly last year — 1.6 million — than we did in the previous one. This is an outstanding achievement of which we are very proud.

What shone through last year was the resilience, adaptability and innovation of our programme work. Rather than put some projects on hold due to Covid-19 restrictions, such as the training and mentoring of paravets, we used technology to ensure we could still provide the support required.

We implemented emergency feeding and treatment programmes to ensure suffering was reduced and that the fragile economic circumstances faced by many equine owners did not result in an animal welfare crisis. And we continued to make the case for working equids at a local, national and international level resulting in a ban on the donkey skin trade in Kenya.

A further significant achievement was the completion of our new Global Strategy which will run from 2022-25 — which you can read more about on page 30. We’ve amended our vision and mission to be more aspirational and reflective of the change we want to see — not just the eradication of suffering but a life worth living for working equids.

This year (21/22) will be a transitional year where we prepare for the new strategy and ensure our organisation is fit for the future. We want to improve how we measure our impact on animals and people. We want to embrace the opportunities digital technology can offer to make a bigger impact. And we are focusing on ensuring that every pound we spend is done so efficiently and effectively as possible.

Brooke has a proud history and an exciting future. Guided by our beliefs and values we will continue to be the voice for working horses, donkeys and mules and won’t rest until they have a life worth living.

With warmest regards

Chris Wainwright

Message from Chris

Our response to an unprecedented year was both brave and bold

A year of uncertainty met with adaptability and resilience

I am extremely proud to present this annual report having assumed the position of Chair from my predecessor, Sir Evelyn Webb-Carter, in December 2020.

I have long been a supporter of Brooke and it is a privilege to be the Chair of an organisation that has been improving the plight of working horses, donkeys and mules since 1934.

2020/21 was a difficult and uncertain year for all charities and their beneficiaries. The Covid-19 pandemic impacted every aspect of our work, so I am delighted that our teams and partners were still able to deliver such amazing outcomes on the ground. I wanting to thank all of Brooke’s employees, partners and supporters for their incredible efforts and our supporters for making it happen.

The global pandemic caused widespread economic uncertainty and, like many others, Brooke’s income dropped slightly last year. Through careful planning and governance, Brooke’s Board has ensured that we are in a strong position to weather this fluctuation in income. However, ensuring long-term financial sustainability will be a priority for the Board over the next period so that we can continue to deliver the impact on our mission requires.

The new Global Strategy was approved by the Board and we remain excited about the potential for doing even more in the future for working equids and the communities that depend upon them. The Board and I want to see Brooke as an innovative, enterprising and visionary leader wherever we operate.

I want to firstly recognise others who help make Brooke such a success. From our President, HRH Duchess of Cornwall, to the local community fundraisers, your commitment enables Brooke to continue to make a lasting difference.

Kirsty Hayes

Message from Kirsty
All the great success stories you will read in this report were made possible by the wonderful people and organisations that support us. It’s been a tricky year but to all our kind donors, volunteer groups, and those who have left us a gift in their will – we say a huge THANK YOU.

£10.5m
in donations
up by 9\% vs 2019/20

£9.3m
in legacies
down by 9\% vs 2019/20

We celebrated our 1st ever DonkaDoodle winners Megan, Jessica and Yashitha.

Three-year-old Eden from the Isle of Wight raised over £650 with the help of his pony Lego.

Essex vet Ben ran over 120 miles during 2020 to raise over £3,000 for Brooke.

Dedicated supporter Olivia didn’t let Covid-19 stop her from raising over £250 at Christmas.

Launched in April 2020 the 2.6 challenge was part of the Save the UK Charities campaign from the organisers of the postponed London Marathon. Our supporters came up with creative and fun activities based around the numbers two and six and together raised £12,000!
Our vision is of a world in which working horses, donkeys and mules are free from suffering.

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

An international animal welfare organisation, who’ve been working tirelessly to improve the lives of working horses, donkeys and mules and the people that need them, for over 80 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.

We believe that good animal welfare starts with people. We recognise that in order to achieve change at scale we need to inspire compassion in others.

We believe that positive change to be sustainable then people need to have the capability, motivation and opportunity to realise progress.

We believe that by improving the welfare of working equids we also contribute towards building resilient and thriving communities and a fairer, more just, world.

Looking forward to the next five years, we’ve amended our vision and mission to mark a bold, new level of ambition. We want to do more than eradicate suffering – we want to create a life worth living for each and every working horse, donkey and mule. See our new vision and mission, and how it fits with our 2025 Global Strategy on page 30.
After previously securing a ban in Kenya, we launched a new petition calling upon the Intergovernmental Authority on Development (IGAD) to ban the trade of donkey skins across the entire region of East Africa.

Home to the highest donkey population in the world, East Africa has become a hotspot for donkey skin traders. Donkeys are being killed for their skins in order to fulfil the growing demand for ejiao, a gelatin used in traditional Chinese medicine and beauty products. They are often stolen from families who depend on them for their livelihoods – families who may already be struggling and living below the poverty line.

Brooke is calling for a global ban on the trade of donkey skins and a crackdown on cross-border smuggling of donkeys for their skins.

We are supporting donkey owners to take a stand against this devastating trade and protect their families and livelihoods.

We currently have two ongoing petitions; one to call leaders across the world to ban the trade, and the other to target the Intergovernmental Authority on Development (IGAD) and bring about a targeted ban in East Africa.

So far, 10 countries including Senegal and Pakistan, have already announced trade bans – if more world leaders took steps to end this animal cruelty, we have the chance to end this horrendous working for good.

Below you can see how many animals, owners, communities and health providers we have managed to reach this year. However, many more benefit indirectly from the work we do to get working animal welfare onto global, national, regional and local priority and policies.

Members of donkey owning networks reached to local leaders across the world to bring the issue to the fore, and the other to target the Intergovernmental Authority on Development (IGAD) and bring about a targeted ban in East Africa.

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The demand is currently estimated to be 4.8 million skins each year, which means that almost half of the world’s donkeys could be wiped out in the next five years.

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Among the best coffee growing regions in Ethiopia, Gedeb is home to a large number of working equids. Working day and night, all year long, these loyal animals have to endure both the intense heat of summer, as well as the cold wet months of the rainy season. These extremes in weather were making life very difficult for the animals. Many would suffer heat stress-related issues in the summer; often leading to collapse and sometimes death. And then in the winter they would experience hoof and skin problems from the hours spent on the wet, muddy ground.

Responding to this need, Brooke built an Equine Welfare Service and Training Shelter in the busy market centre. Managed by around 30 local young people, the shelter offers protection to 150 working equids a day. After miles of travel with heavy loads on their back, working animals can now enjoy free time sheltered with water and feed. And for owners it’s also a place of learning; where they can get support from animal welfare advocates.

Thanks to the shelter, hobbling lesions and heat stress-related problems have dramatically dropped, according to Brooke team leader Mr Biniyam. And the community has seen how important shelter is for the health of their animals.

Since this first shelter was built in 2019, over 1,000 other separate shelters have now been built by equine owners across Gedeb. Which means thousands of working animals can now get a decent rest in a place free from dung and mud after a hard day’s work.
Making masks in Pakistan
It’s essential that equine owners keep working – even during a pandemic. If families can’t earn a living, there is a very real risk that they will slide deeper into poverty and their animals will suffer.

In Faisalabad, Pakistan, we provided 500 free masks to brick kiln workers so they could continue to support their families and earn a living. The masks were made by a group of women who had learnt to sew as part of a Brooke initiative last year aimed at helping families to earn a living.

Elsewhere in Pakistan, we’ve also been working with partners to provide chlorine, sanitisers and masks, along with information on how to disinfect houses and stables.

Food security in West Africa
Ensuring there is enough food for people and for working horses, donkeys and mules alike is an ongoing challenge in parts of West Africa.

With the pandemic closing markets and disrupting work and travel, we’ve been helping communities access seeds, so they can grow fodder and crops to keep the whole family well fed, including their animals.

Keeping vets working
Another focus during the pandemic was to secure ‘Essential Worker’ status for vets and animal health providers, so they could continue to work. Through collaboration with governments from across the world, we were able to achieve this in many countries.

Keeping the community covered during a crisis
During one of our regular community meetings in Karachi, we talked with equine owners and users about the importance of savings, and how they can help people be more resilient in the face of an emergency.

This year Covid-19 has continued to put untold pressure on working horses, donkeys and mules, and the communities that depend on them. But thanks to the generosity of our supporters, and the adaptability and commitment of our employees and partners all over the world, we’ve been able to care for more working animals than ever.

Here are just a few examples of some of the ways we’ve worked with and supported communities this year to ensure that working animals and their communities will get the support they need.
Foot disease, abnormal hoof shape, improper shoeing, lameness – the working animals of a brick kiln in Wazirabad, Pakistan had been suffering with a variety of farriery issues. They were struggling to walk, let alone work in the challenging environment of the kiln.

When Brooke spoke to community members about the farriery problems, they explained that their farrier lived many miles from the brick kiln and was only able to visit every couple of months. After seeing the pain that the animals were enduring daily, Brooke felt that training up a farrier from within the community, someone who could be close at hand when they needed him, would help both the animals and their owners.

The community agreed and could see how keeping the hooves of their animals in good condition would benefit them also, as it would allow them to work better.

Muhammad Fiaz volunteered and began a Brooke training programme, where he learnt about welfare friendly handling and restraining, proper foot trimming, shoe preparation, welfare friendly shoeing, common foot diseases, wound management and much more.

Now a fully trained Brooke farrier, Muhammad is able to improve the welfare of the animals working in the brick kiln and support his community, all while earning an additional income. As an equine owner he made around 15,000 rupees per month, but now as a farrier he often earns double that – around 30,000 rupees (about £290) per month.

The equine owners of this community are so much happier with the quality of farriery they now receive, and Muhammad and his family are very grateful for the additional income.

By working together, the community and Brooke have been able to solve the immediate animal welfare problem, as well as provide a sustainable, longer-term solution for the community.

Building stronger communities from the inside out

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Working animals support entire communities and are — more often than not — either the sole or main source of income. In developing countries, the money earned by each working animal can support between five and 20 family members.

For both the people and animals of equine-owning communities to thrive they must be equipped with the right knowledge, skills and resources to care for their animals. Access to strong, affordable animal health systems is also essential.

Using locally made tools means fixing or replacing them in the future is cheaper and more sustainable for the community.

Trainee farriers are often astonished to learn that calm handling is sometimes all that’s needed to allow them to trim hooves effectively.

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This year we’ve seen a number of achievements in the area of strengthening livelihoods and resilience. Here are a few highlights:

- Provided food and fodder seeds to communities in Senegal and Burkina Faso; helping them to feed themselves and their animals, and also giving them the opportunity to grow crops and recover some of the income lost to Covid-19.
- Significant progress has been made towards the completion of the Communities for Animals online programme; a resource that will help communities to build their capacity in all essential aspects of animal welfare.
- The set-up of more equine welfare groups which encourage positive equine welfare behaviours and support communities with things like savings and loan schemes to cover unexpected costs relating to their working horse, donkey or mule.
- Brooke West Africa teamed up with partners to install a new borehole in the village of Silmiougou, Burkina Faso – providing clean drinking water to the community and their donkeys, plus three other surrounding villages.

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To ensure that every working equid has a life worth living, we need to support those who handle them daily – unlocking the compassionate and caring behaviours we know will improve their health and wellbeing long term.

Working with, and in, over 7,000 communities worldwide our ‘One Welfare’ approach helps us to overcome the greatest barriers and root causes of poor equine welfare and deliver lasting change.

£6.8m

Our total expenditure in this area and strengthening livelihoods and resilience

Referred to in our accounts as prevention of welfare problems.

When it comes to changing owner behaviour, who you pick to deliver your message is crucial. This year we saw the impact the right messenger can have – introducing Mrs Rezaie…

A cheerful, dedicated volunteer Mrs Rezaie travelled across Afghanistan to educate equid owners on better husbandry and the importance of seeking quality veterinary services at the right time to prevent animal suffering.

Thanks to her hard work many women and children, who are often the primary care givers for working animals, now understand the huge contribution these invisible helpers make. And how regular feeding and watering, as well as proper housing, benefits both their animals and their families.

But more than that, her presence motivated owners to improve the condition of 166 animal stables – through better ventilation, air circulation and sun protection – all of which is helping to reduce the number of animals suffering from eye and lung problems in Afghanistan.

Mrs Rezaie worked in six different districts of Balkh and was able to help 1,454 working equids. But it didn’t end there. She also visited five other provinces (Kunduz, Nangarhar, Bamiyan, Badakhshan and Takhar), and with her team was able to build the capacity of other facilitators working in coal mines, where 501 animals were reached.

Reaching such a large number of animals in very remote locations was a challenging target, but Mrs Rezaie’s unwavering commitment and Brooke’s experience made it possible.

Supporting local volunteer female facilitators to deliver welfare messages to the community has proven to be an extremely positive intervention. And by training and connecting children from different communities, we can be confident that they will continue to be a voice for animal welfare long after Brooke has left the community.

This year we’ve seen a number of achievements in the area of behaviour change. Here are a few highlights:

- The launch of our free online repository of animal welfare indicators that can be used by professionals worldwide to assess and improve animal welfare in their work.
- A successful Compassionate Handling International Workshop brought together all of Brooke’s country programmes to review our work in handling and agree a shared list of priorities for the future.
- We seconded a Brooke animal welfare expert to the World Bank to support implementation of the OIE equine welfare standards (World Organisation for Animal Health).
- In Nicaragua, Central America we have improved the knowledge and understanding of compassionate handling for over 250 equine owners. And 12 communities in Waslala, a remote region located in central Nicaragua, now have access to information and support on good equine welfare.

Improving behaviours of owners, users and society towards working horses, donkeys and mules

Reflected in our accounts as prevention of welfare problems.

Creating a connection that will last the test of time

AFGHANISTAN

Creating a connection that will last the test of time

1,454

female & child equine owners

Mrs Rezaie worked with

A training session facilitated by Mrs Rezaie for the female equine owners in a village of Balkh province.
Life is hard for animals working in brick kilns. These staggeringly harsh environments are often unregulated – providing little protection or care for the animals that work there. In Dholpur, Rajasthan the animals in 22 kilns frequently faced health issues such as painful wounds. Left to graze on free land they would come across barbed wire fencing used to protect crops as they searched for green grass.

Brooke India observed this problem and spoke to some of the equine owners about how to overcome it. However, the owners told them they felt they had little choice but to let their animals graze in this way, as they were unable to provide them with any other food. Even though they tried to supervise the animals, it was hard to avoid the injuries, and due to the lack of veterinary services in the area, many wounds were left untreated and got worse over time.

Brooke felt that if they could provide the brick kilns with first aid kits and first aid training, they may be able to improve the situation, so they got in contact with Dholpur’s established Women Equine Welfare Group for support.

The group had been looking for a new way to generate income, so was happy to help create first aid kits for the kilns. Within no time they started preparing the kits, and simultaneously Brooke’s team organised on-site first aid training for owners at the kilns.

Currently, 670 working horses, donkeys and mules and 400 owners have been able to take advantage of the first aid kits – helping them to care for their animals during an emergency, until professional veterinary help arrives.

Little kits make a big difference for animals in brick kilns

Our total expenditure in this area

£4.8m

Referred to in our accounts as direct intervention.

Each kit cost around INR 310 (about £1) to produce and the group has sold about 25 with a profit margin of INR 50-60 on each.
To be able to achieve sustainable change in equine welfare, welfare-friendly laws and policies need to be introduced and implemented at global, regional, national and local levels. A key component of our work is making sure working horses, donkeys and mules are taken into account in relevant existing policies as well as anything newly created.

This year we’ve seen a number of achievements in the area of increasing visibility and influence. Here are a few highlights:

- We wrote a report on the contributions of working livestock to food security, and launched it at the annual meeting of the UN Committee of World Food Security.
- We represented Brooke in C7 for G7 – the leading function to input to the civil society communication that goes to G7. We have since heard that we will also be invited to formally participate in C7.
- We have supported our global colleagues with various regional policies, including input into the Economic Community of West African States (ECOWAS) animal welfare policy.
- Despite being signed in December 2016, a local bylaw protecting the horses and donkeys used to pull carriages in Dakar, Senegal, had not been systematically enforced. Many animals had been suffering as a result, and Brooke realised the only way to change this was to gain support from local officials.

In March this year, Brooke West Africa held a workshop attended by many top figures, including the Governor of Dakar, as well as representatives from carriage drivers’ associations.

They all agreed that going forward they would collaborate with Brooke to distribute health and safety booklets and promote better welfare practices. This would include the registration of carts in Dakar, routine checks, increased awareness of animal vaccines, and ensuring that traffic hours are respected, to help reduce congestion and accidents.

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They all agreed that going forward they would collaborate with Brooke to distribute health and safety booklets and promote better welfare practices. This would include the registration of carts in Dakar, routine checks, increased awareness of animal vaccines, and ensuring that traffic hours are respected, to help reduce congestion and accidents.

£1.7m

Our total expenditure in this area

Reflected in our accounts as influencing for animal welfare.

Global animal health systems are vital to keeping animals in good health and working, as well as preventing disease outbreaks, some of which have the potential to spill over and infect humans. In the wake of a global pandemic we have called for urgent action to be taken to strengthen animal health systems and help prevent another pandemic.

Our Action for Animal Health coalition campaign and alliance started in 2020, with a cross section of organisations to advocate for change at the highest level. This year we have grown the coalition, and reconvened the call to action ready for launch during the World Organisation for Animal Health (OIE) general assembly in May 2021.

WEST AFRICA

Putting equine welfare firmly on the agenda

“…”These animals are a hugely important part of Dakar’s economy and we need to ensure that they are protected, thanks to this workshop, equine welfare is progressively gaining traction.”

Emmanuel Sarr, Brooke West Africa Regional Director
Strategic partnerships

Our goals regarding Global Partnership have shifted somewhat this year, with ambitions regarding new grant partners restricted by personnel changes and the global pandemic. Despite this, the global team has expanded through other types of collaboration, formalising new partnerships in research and external affairs.

Progress continues to be made within Brooke country programmes, with Brooke Latin America Caribbean and Brooke Ethiopia in particular continuing to develop exciting, new partnerships with an emphasis on human behaviour change.

The three UK-managed partner projects (AHTCS in Nepal, and DCA and AfghanAid, both in Afghanistan) all performed well this year. And all contributed to the broader Covid-19 response in the communities they serve.

Evidence and insight

Although generating and disseminating evidence and insight has been difficult this year due to Covid-19, we have made progress. Our Evidence Agenda was finalised, and we published our second annual Research Review – picking key insights into the charity’s research approach, achievements and lessons learned.

Our monitoring activities have been impacted quite heavily this year; data collection plans suffered delays due to Covid-19 and issues with data collection tablets, so these will roll over into next year. The BrookeCheck will not now be delivered this fiscal year due to support migration, this is also being addressed in Year 21/22.

Planned evaluations for Financial Year 20/21 were put on hold due to Covid-19. Country programmes plan to conduct evaluations in Financial Year 21/22 to feed into their strategic plans.

Technology

This year there has been a significant amount of digital innovation not least in adapting to the global pandemic – including:

- A move to a ‘digital first’ fundraising approach – with success seen through the donkey skin campaign, which significantly and cost-effectively increased supporter numbers through digital channels.
- Bringing supporters directly to the field through technology by using Zoom workshops to transport them to welfare groups in India.
- An expansion of online learning to partners – a core part of capacity building in animal health.
- A rapid adaptation to working from home supported by technology and an increase in global engagement.
- Digital tools for HR performance management, data collection and community development to be rolled out.

We have drafted an outline digital strategy that sets out how we might use digital to achieve our goals in the next strategic period.

People

The past year has seen a shift towards working from home, with 99 per cent of our people working from home for much of the year. We have made significant use of digital tools to support our people, particularly in the areas of work-life balance.

We have also continued to invest in our people and culture, with initiatives such as our Brooke Leaders program, which has been instrumental in supporting our people to thrive in a remote working environment.

Future proofing our income

This year Covid-19 has continued to impact our fundraising efforts, and at just under £20 million, our income at the end of the year was £1.8 million less than we anticipated at the start of the year, before the pandemic hit. This was primarily down to legacy income in the pipeline that we have not received this year.

Our total expenditure in this area is £2.5m, a decrease from last year, with a focus on maintaining our core fundraising team.

We are now seeing an increase in direct and digital fundraising, with a particular focus on our ‘A World Without Donkeys’ campaign, which has seen significant growth in supporter numbers.

- Income from direct marketing has benefitted from enhanced management of EHS data and funds raised from the emergency appeal – exceeding initial targets.

- Trusts and foundations income was significantly lower this year. As a result of the economic impact of Covid-19, many registered charities, our funding in favour of charities they already support.

Although we did not meet our income targets, significant improvement in digital acquisitions and supporter engagement bodes well for future growths.

Enabling our strategy
The rollout of Global Safeguarding Policies and Procedures has been updated to reflect the purchase and planned implementation of a new Reporting Tool which allows for direct and anonymous global reporting.

This means there is now one platform for all colleagues to report safeguarding incidents, making global reporting to the Board and Charity Commission transparent.

Each country has been responsible for translating global policies and procedures into their local languages, and each has trained a Safeguarding Focal Point. They have also been working hard to create effective training materials to raise safeguarding awareness across all staff.

This rollout will run into 2021 as Covid-19 has disrupted the ability for training. This year we’ve completed analysis to help us determine those supporters we should and should not be contacting in future, helping us to agree an appropriate paper/data retention approach.

In terms of consent, our Cookie Consent Management Tool went live in September, and we have completed the requirements for the storage of consent.

Brooke received a total of 297 complaints. Of these, 171 related to our fundraising activities this year. 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 are all addressed in line with our complaint handling procedure, which is publicly available on our website.

A final draft of our International Governance Manual has been approved this year, and Brooke India, East Africa and Pakistan are now drafting their own local governance manuals.

Significant progress has been made in the rollout of our project management approach, a handbook has been published and we’ve added six new modules to our Learning Management System. We’ve also given partners access to the Project Cycle Management training course.

We’ve made progress with our organisational approach to gender this year. Our comprehensive Gender Audit has helped to raise the profile of gender equality and deliver some clear recommendations that we intend to take forward next year.
Over the next five years, we want to reach and improve the lives of as many of the world’s 100 million working animals as possible – both directly and indirectly.

In order to do this, we’ve updated our vision and mission to go further, and we’ll be focusing on three key strategic goals that we believe can get us there.

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

**NEW 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.

**THE NEXT 12 MONTHS**
Over the next Financial Year 2021/22, we will be launching our new strategy, and giving every country, region, and internal team the opportunity to align their own strategic plans to this new direction.

As we work through this transition year, we will also reflect internally on the things we can do to improve; firming up our foundations and making sure everything we do is built on this new, bold, clear, easy to articulate strategy.

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**Goal 1**
Transforming equine welfare in communities – supporting equine-owning communities to thrive and become more resilient.

**Goal 2**
Increasing the visibility and inclusion of working equids – making sure their needs are covered in policy and practices at all levels.

**Goal 3**
Strengthening sustainable animal health systems – meeting both the immediate and future needs of working horses, donkey and mules.
A critical source of funding and partnership for Brooke is the relationships we hold with a host of charitable trusts and foundations. We are proud that a third of our major funders have supported Brooke for at least 10 years and are incredibly grateful for the longevity and commitment of so many crucial trust and foundation partners.

This year, the Alborada Trust donated a fourth year of funding towards Brooke’s work to transform the welfare of working equines in the brick kilns of Pakistan. Between 2017 and 2021 this project has directly improved the lives of 12,627 working horses, donkeys and mules in 515 kilns in Pakistan, as well as countless more indirectly. Given the success of this strategy, there are plans to scale-up this work going forward.

Despite the annual Sir Peter O’Sullevan Award Luncheon taking place in 2020 due to Covid-19, The Sir Peter O’Sullevan Charitable Trust continued to support Brooke, by generously awarding a significant contribution to our core work during this challenging year.

The Margaret Giffen Charitable Trust renewed their commitment to Brooke, by making a grant towards our Action for Animal Health initiative which was embarking on in 2020. The Underwood Trust and The Toby and Regina Wyles Charitable Trust also contributed to this important work which seeks to strengthen animal health systems globally, a critical strategic goal for Brooke and our partners.

The John Horseman Trust continued to support Brooke’s work in India, alongside the Elise Pilkington Charitable Trust whose funding helped us maintain and improve access to local service providers during the worst of the pandemic, whilst The Britford Bridge Trust generously made an investment into Brooke’s new Global Farriery project.

Finally, the Phoebe Wortley-Talbot Charitable Trust kindly agreed that their third year of funding originally pledged to Brooke’s Global Animal Health and Welfare Exchange Programme, could be reallocated for the purpose of developing an online e-learning platform for vets, whilst travel was prohibited (due to Covid-19). The platform is now well underway, supporting veterinary staff around the world with remote learning opportunities, whilst face-to-face support options have been limited.

We are tremendously grateful to all our funders mentioned in this report, and to those who prefer to remain anonymous but whose support we value equally.

An enormous thank you to our sister organisations Brooke USA and Brooke Netherlands, for their dedication and ongoing support to Brooke projects around the world. And finally, Brooke’s global family – more than 600 staff members across the globe who work with determination, creativity and compassion to make the world a better place for working horses, donkeys and mules and the communities that so desperately need them.
TRUSTEES’ ADMINISTRATIVE REPORT

The Trustees of Brooke present their annual report for the year ended 31 March 2021 under the Charities Act 2011 and the Companies Act 2006, including the directors’ report and the strategic report together with the audited financial statements for the year.

OBJECTIVES AND PRINCIPAL ACTIVITIES

The objectives, principal activities and future developments of the charity are described in the objectives and activities section of the Trustees’ annual and strategic report, starting on page 4.

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
HRH The Duchess of Cornwall

Honorary Vice Presidents
Dr David James MRCVS
Ms Aini Saurili
Mr Denys Bennett

Patrons
HRH Princess Alia bint Al Hussein of Jordan
Mr Alastair Stewart OBE

Ambassadors
Ms Charlotte Dujardin OBE
Mr Nigel Payne
Major Richard Waygood MBE

Trustees
Chair
Major General Sir Evelyn Webb-Carter KVCO, OBE DL (retired December 2020)
Mrs Kirsty Hayes

Major Sir Evelyn Webb-Carter (Chair)
Regd December 2020 as Trustee, December 2020 as Chair)

(Mark McGlaughlin (1, 2)
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Dr Linda Susan Butcher (appointed September 2023)
Dr Belinda Betts (3)
Mr Richard Britton-Lung (1) (retired September 2022)
Dr Graeme Cusick (3) (appointed September 2022)
Mr Rajat Dhamon (3)
Dr Martin Fisher
Mr Amy Jane Jankiewicz (appointed September 2023)
Ms Jane Holden-Russell OBE, CVO, OBE (appointed September 2023)
Professor Oriel E. (2, 3)
Mr George Pilkington (2, 3) (retired Finance Committee June 2021)
Dr Zoe Raw (appointed September 2023)

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Mr Anant Shah (2, 3) (retired September 2020)
Mr Christopher Tattersall (1)
Ms Heather Killen (1)

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

Company Secretary
Mr Richard Stowe

Senior Leadership Team

Chief Executive Officer
Ms Petra Ingram FCMA

Director of Strategy and Performance
Ms Claire Twinn

Director of International Programmes
Mr Nigel Wilson

Director of Finance and Information Services
Ms Shalini Pand PM

Director of Fundraising and Communications
Ms Joelle Kaur

BANKERS
Barclays Bank PLC 50 Pall Mall London, SW1A 1QD

AUDITORS
Crowe UK LLP
55 Leadenhall Street, London, EC3V 4FW

SOLICITORS
Hogan Lovells
Cheapside House, 138 Cheapside, London, EC2V 6BB

INVESTMENT FUND MANAGERS
James Hamble & Partners LLP
Rideal Court, 14 Ryder Street, London, W1Y 6QB

The Brooke Hospital for Animals, 2nd Floor, The Hallmark Building, 52-56 Leadenhall Street, London, EC3A 2BJ

COMPANY NUMBER NO: 04119581
REGISTERED AS A CHARITY IN ENGLAND AND WALES NO: 1085760
REGISTERED WITH OFFICE OF THE SCOTTISH CHARITY REGULATOR NO: SC050582

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Company Secretary
Mr Richard Stowe

Financial and Administrative Report

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Brooke’s resilience has shone through on several fronts during the global pandemic, with some noteworthy mentions:

- Income from donations and legacies comparable to last year.
- Programmatic work resumed with gusto in Quarter 2 following the lockdown in all country operations.
- Staff have been resourceful in leveraging technology to work uninterrupted and provide remote training digitally.

**TOTAL INCOME**

Income from donations at £10.5m is above last year (+9% vs 2019-20) due to a good response to an emergency appeal that has also offset reduced income receipts from communities where group meetings could not be staged. Income from legacies at £9.3m is below last year (-9% vs 2019-20) having been impacted by delays at H.M. Courts and Tribunals in the review and granting of probates.

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 £12.3m that compares to £14.1m in the prior year.

**GAIN ON INVESTMENT ASSETS**

The returns from our investment portfolio in the form of interest and dividends which is recognised as income was £0.12m and below last year. The underlying market value of the investment portfolio, which is shown in Note 9 in our accounts, reports an unrealised gain of £1.4m (vs £0.5m 2019-20) where stock markets were buoyed following the uncertainty around global trade due to the pandemic the previous year.

**FUNDRAISING ACTIVITIES**

Investment in fundraising activities of £7.2m was slightly above prior year (+1% vs 2019-20) as result of higher costs of initiatives such as the CRM project. Excluding these costs, fundraising expenditure decreased by 7% versus last year due to delayed staff recruitment, cancelled activities, reduction in costs from the fulfllment house due to lockdown and cancellation of international travel.

**CHARITABLE ACTIVITIES (INCLUDING SUPPORT AND GOVERNANCE)**

Total expenditure on charitable activities is at £13.7m (-14% vs 2019-20) with the lockdown significantly impacting the ability of country programmes to undertake activity during Quarter 1, that could not be fully covered in the remainder of the year.

The following chart is an analysis of Charitable activities by thematic areas.

**CHART 1: TYPES OF EXPENDITURE**

- Charitable Activities: 57%
- Support Costs: 34%
- Governance Costs: 8%
- Fundraising: 1%

**CHART 2: CHARITABLE ACTIVITIES BY THEMATIC AREA**

- Prevention of welfare problems: 50%
- Influencing for improved animal welfare: 35%
- Research: 12%
- Direct intervention to improve equine animal welfare: 3%
The main objectives of Brooke's reserves policy, in accordance with its Memorandum, are to:

- Fulfil Brooke's obligations to beneficiaries and employees to sustain long-standing large-scale projects with recurrent operating costs.

- Provide funds for the expansion of overseas charitable activities, particularly in the target regions of Africa, Asia and Central America.

- Sustain Brooke’s five-year strategy (2015–2021) has two key goals:
  1) Restricted Funds
  2) Designated Funds

RESERVES POLICY

- Ensure the future security of Brooke by maintaining sufficient resources to enable it to function effectively in the short term, while ensuring those funds will continue to be applied to the pursuit of its charitable objectives in the long term.

- Fulfilled Brooke's obligations to beneficiaries and employees to sustain long-standing large-scale projects with recurrent operating costs.

The reserves are classified as follows:

1) 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 2021, restricted funds totalled £0.4m.

2) Designated Funds

Brooke’s five-year strategy (2015–2021) has two key goals:

- Global Reach: reach more working horses, donkeys and mules worldwide;

- Sustainable improvement programmes that deliver sustainable change.

The Board of Trustees have recognised the Designated Funds would support:

- A planned expansion, over the remaining life of the strategy, into existing and new countries through collaborative partnerships that deliver sustainable change through our Theory of Change;

- Compelling efforts that hold theinhumane practices of the slaughter houses with unsustainable trade in Donkey Skins that is decimating the livelihoods of equine owning communities.

- Enhance Brooke’s Customer Relationship Management (CRM) tool.

The Designated Funds at 31 March 2021 were £0.4m, a reduction of £1.1m which is two months in excess of the Charity’s Minimum Reserves policy. The Trustees anticipate any excess to the Minimum Reserves would be available to be spent on any of the Charity’s purposes.

The General Funds held at 31 March 2021, amounted to £9.5m which is £0.2m versus 2019–20 as a result of unforeseen costs to ensure a Covid-19 office environment, when reopened, and supporting working from home.

The General Funds held at 31 March 2021, amounted to £9.5m which is two months in excess of the Charity’s Minimum Reserves policy. The Trustees anticipate any excess to the Minimum Reserves would be available to be spent on any of the Charity’s purposes.

- Settle any compensation to staff in accordance with legal and statutory requirements.

General Reserves

- any funds that are in excess to the Minimum Reserves and would be available to be spent on any of the Charity’s purposes.

The General Funds held at 31 March 2021, amounted to £9.5m which is two months in excess of the Charity’s Minimum Reserves policy. The Trustees anticipate any excess to the Minimum Reserves would be available to be spent on any of the Charity’s purposes.

- To safeguard the funds of the Brooke.

- To make secure investments which will grow in value sufficiently to protect the funds against inflation.

- To generate the best return possible from those funds in order to assist the Brooke to carry out its purposes, within the limits of safety detailed above.

3) General Funds

The General Funds are comprised of:

- The Minimum Reserves – to maintain sufficient funds that allows Brooke to continue operating for the short term. The Minimum Reserves have been determined in accordance with 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.

General Reserves

- any funds that are in excess to the Minimum Reserves and would be available to be spent on any of the Charity’s purposes.

The General Funds held at 31 March 2021, amounted to £9.5m which is two months in excess of the Charity’s Minimum Reserves policy. The Trustees anticipate any excess to the Minimum Reserves would be available to be spent on any of the Charity’s purposes.

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- To safeguard the funds of the Brooke.

- To make secure investments which will grow in value sufficiently to protect the funds against inflation.

- To generate the best return possible from those funds in order to assist the Brooke to carry out its purposes, within the limits of safety detailed above.

ETHICAL INVESTMENT POLICY & STRATEGY

Brooke’s investment powers are set out in its 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 bound with investment guidelines, which are determined by the Finance Committee on behalf of the Board.

- To safeguard the funds of the Brooke.

- To make secure investments which will grow in value sufficiently to protect the funds against inflation.

- To generate the best return possible from those funds in order to assist the Brooke to carry out its purposes, within the limits of safety detailed above.

The process has been enhanced with the introduction of a larger-scale financial planning by five years income and expenditure forecast and levels of reserves. Both the aforementioned processes have supported the Trustees in ensuring Brooke is well-placed to manage thebranched risks it faces with sufficient levels of reserves and a good cash flow. The Trustees therefore have a reasonable expectation that there are sufficient resources to continue in operation for the foreseeable future and are free from any circumstances that will call into doubt the ability of Brooke to continue as a going concern.

An ethical investment policy was approved by the Board in 2014–15 that addressed the 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 2020, 2001/20, Brooke’s total investment funds were held in asset classes managed by 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 these funds are not expected to be required for at least four years.

INVESTMENT PERFORMANCE

The total return for the year in Brooke’s long-term investments was -0.1% versus the previous year. Investment confidence in the market environment of the first quarter of the 2020-21 following the UK’s exit from the European Economic Union. The investments performance against the benchmark indices in the range of -0.7% to -0.8%. The investments were held in low risk fixed interest, cash funds, UK and international equities.

GOING CONCERN – COVID 19

Through the generosity of our donors, the charity has maintained income levels during 2020–21 at similar levels to the previous year. Brooke did not avail itself of the UK Government’s furloughing scheme, which has allowed the charity to remain programmatic operation following the first lockdown in Q1. The charity has modified its planning process to include a monthly review of its cash flow forecast that provides a short-term financial health check of the charity alongside ongoing investment returns. Accounting through associated funds received interest from lenders and funders.
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 bi-annual basis, ranked by the likelihood of occurrence and potential impact on our operations. Major risks and the risk management process are discussed with the Finance Committee and the Board twice a year. 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 control 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 Board has in place key controls including:

- A clear organisational structure with appropriate levels of accountability and reporting.
- Delegation of financial authority and decision-making powers by the Board to the Chief Executive, within specified limits.
- Clear statement of matters that are reserved to the Board.
- Comprehensive strategic planning, budgeting and management reporting.
- Formal agendas for all Board and committee meetings.
- Formal written policies.
- Clear authorisation and approval levels.

Risk Management & Internal Control
<table>
<thead>
<tr>
<th>No.</th>
<th>Risk description</th>
<th>Risk classification</th>
<th>What are we doing about it?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Failure to resolve Legal Registration and Entity Issues in a Country Programme that leads to the closure of the office and a corresponding direct effect on programme delivery and corresponding financial risk requiring alternative model for delivery.</td>
<td>Operational</td>
<td>1) Maintain close liaison between Country Programme legal team and BUK legal team.</td>
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<tr>
<td></td>
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<td></td>
<td>2) Identify direct funding model with selected partners in Country Programme.</td>
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<tr>
<td>2</td>
<td>Issues of safeguarding and abuse of power are identified in Brooke country offices/programmes leading to reputation risk and damage to employee relations.</td>
<td>Reputation/Operational</td>
<td>1) Global People and whistleblowing policies.</td>
</tr>
<tr>
<td></td>
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<td>2) Staff handbook in each country for escalation of complaints.</td>
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<td>3) Training on policies.</td>
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<td>4) Implementation of procedures.</td>
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<td>5) Greater Board oversight.</td>
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<td></td>
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<td>6) Increased awareness to help management recognise issues of concern.</td>
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<tr>
<td>3</td>
<td>Brooke’s trade mark rights are not protected or are not used consistently leading to infringement and/or potential loss of rights which limits their ability to use its trade marks in the countries in which it is active. Failure to protect Brooke’s copyright material leads to donor or beneficiary confusion or to Brooke research being accredited to others.</td>
<td>Operational</td>
<td>1) Trade mark filing programme for the new marks is well progressed in countries where Brooke is active.Watching service in place to ensure that applications for similar marks are noted and objections lodged if appropriate. Brand guidelines developed and rolled out to affiliates.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>2) Head of Legal and Compliance will resume work with relevant departments to ensure that copyright notices are used correctly and references to terms of use properly recorded on materials and to raise awareness of the need to have agreements in place with third parties with whom Brooke collaborates. Head of Legal and Compliance is also working with external legal resource to develop a new IP management policy.</td>
</tr>
<tr>
<td>4</td>
<td>Socio-economic and political context of the UK reduces the value of fundraising gifts across all income streams, in particular Legacy and Major Donors jeopardising fundraising targets.</td>
<td>Operational</td>
<td>1) As part of the Fundcomm strategy development for the next five years, carry out a portfolio analysis that prioritises the channels of income by potential of future growth.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2) As part of the strategy development, in collaboration with Country Programme Directors, carry out a country portfolio prioritisation for the next five years.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3) As part of Brooke’s strategy development process for the next five years, develop a sustainable resource plan for the UK operations.</td>
</tr>
<tr>
<td>5</td>
<td>Covid-19 leads to lower levels of income growth for the future that makes it difficult to support the High Inflation country programmes that Brooke operates within.</td>
<td>Strategic</td>
<td>1) As part of the Fundcomm strategy development for the next five years, carry out a portfolio analysis that prioritises the channels of income by potential of future growth.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2) As part of the strategy development, in collaboration with Country Programme Directors, carry out a country portfolio prioritisation for the next five years.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3) As part of Brooke’s strategy development process for the next five years, develop a sustainable resource plan for the UK operations.</td>
</tr>
<tr>
<td>6</td>
<td>The re-licensing of Brooke’s programme in Pakistan is refused that leads to the closure of the entity.</td>
<td>Operational</td>
<td>1) Whilst other INGOs have been refused a license, Brooke Pakistan has a good relationship with the regulators and will continue to progress the relicensing.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2) If Brooke Pakistan were not granted a license, we would appeal. Brooke Pakistan would be allowed to continue to operate during the appeal period, during which time we would reduce any exposure.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3) If the license is not granted upon appeal, Brooke Pakistan would be allowed 60 days to wind up.</td>
</tr>
<tr>
<td>7</td>
<td>Conflict, insecurity, significant civil unrest, and/or imposition of non benign authorities creates an operating environment which puts partner staff in Afghanistan and resources at significant risk whilst delivering Brooke funded work, leading to associated reputational damage.</td>
<td>Operational</td>
<td>1) Monitor closely the operating environment of all Partners through close consultation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2) Ensure that Partners have robust contingency plans in place for hibernation and suspension.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3) Ensure that Partners are clear that Brooke work should be suspended if such work increased risk to individuals.</td>
</tr>
</tbody>
</table>
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 funding purposes.

Brooke activities are coordinated from its headquarters in London. In 2020-21, the London office, with an average of 122 UK staff, is run by the Chief Executive, funded and advised of all operations and staff. We keep in touch with approximately 85,700 active supporters in the UK and through Brooke-Netherlands and Brooke-USA with over 35,000 and 1,500 active supporters respectively.

Brooke applies the Charity Governance Code in its work, by keeping the Board clear about the charity’s aims, and that Brooke activities are coordinated from its headquarters in London. In 2020-21, the London office, with an average of 122 UK staff, is run by the Chief Executive, funded and advised of all operations and staff. We keep in touch with approximately 85,700 active supporters in the UK and through Brooke-Netherlands and Brooke-USA with over 35,000 and 1,500 active supporters respectively.

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The collaboration partners are those in which we have a joint funding agreement. The list is extensive and includes organisations working in specific regions, such as the UK, USA, and India. It also includes organisations working on specific issues, such as animal welfare and development. The list is subject to change and evolution. For more information, please visit the Brooke website or contact our offices.

**PARTNERSHIPS WITH ORGANISATIONS IN COUNTRY PROGRAMMES**

**BROOKE INDIA**

Animal Health Training and Consultancy Services (AHTCS) in Nepal

**BROOKE LATIN AMERICA AND CARIBBEAN**

BROOKE PHILIPPINES

Partnership Guidelines. Partners’ financial controls are reviewed as part of an initial financial due diligence exercise and subsequently as part of a rolling audit programme conducted by Brooke.

**RELATIONSHIPS WITH OTHER ORGANISATIONS**

In addition to our two international fundraising partners, Brooke Netherlands and Brooke USA, Brooke has many Honorary Vice Presidents. They are nominated by the Board on any matters affecting our organisation. It has clear terms of reference and membership is extended to include Brooke’s Honorary Vice Presidents.

**BROOKE USA** is a US 501(c) (3) organisation. It supports the work of Brooke affiliate organisations in India, Pakistan and East Africa and through its partnership with the Animal Health Training and Consultancy Services (AHTCS) in Nepal.

**BROOKE NETHERLANDS** is an independent legal entity, established and registered in the Netherlands. Brooke Netherlands is a sister organisation primarily funded by Brooke UK.

**BROOKE ETHIOPIA** is a sister organisation primarily funded by Animal Help Foundation, Vadodara.

**BROOKE EAST AFRICA**

Animal Health Training and Consultancy Services (AHTCS) in Nepal

**BROOKE JAPAN**

Send a Cow – Ethiopia

**BROOKE WEST AFRICA**

Animal Help Foundation – Ethiopia

**BROOKE UK**

Partners are invited to participate in accordance with the terms of Grant Agreements approved by the Board which, unless specifically agreed otherwise, expires a biennium in duration. The address of each is provided to Brooke USA.

**RELATIONSHIPS WITH OTHER ORGANISATIONS**

Some administrative functions are 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 relevant laws and guided by their own Boards of Directors or other governing bodies.

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Brooke affiliate organisations in India, Pakistan and East Africa are independent legal entities, established and registered in accordance with relevant laws and guided by their own Boards of Directors or other governing bodies.
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 income and expenditure of the charitable company for that period.

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

1. Select suitable accounting policies and then apply them consistently;
2. Observe the methods and principles in the Charities SORP; and
3. Select suitable accounting policies and then apply them consistently.

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 the Trustees are aware:

1. There is no relevant audit information of which the charitable company’s auditor is unaware;
2. The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

This report, which incorporates the strategic report, was approved by the Trustees on 29 September 2021 and signed on their behalf by the Trustees on 29 September 2021.

Kirsty Hayes
Chair
29 September 2021
We have audited the financial statements of Animal Health for the year ended 31 March 2021 which comprise the Statement of Financial Position, Statement of Financial Performance, Statement of Changes in Equity and Notes to the financial statements. These financial statements are the responsibility of the company’s board of directors. 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 course of the audit, or is capable of affecting a reasonable understanding of the financial statements.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the company’s going concern basis of accounting is appropriate. Based on the work we have performed, we have not identified any events or conditions that, in our opinion, cast significant doubt on the company’s ability to continue as a going concern, at least for a period of 12 months from the date the financial statements are authorised for issue.

OPINION ON OTHER MATTERS PREScribed by the COMPANIES ACT 2006

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

- The financial information gives a true and fair view of the state of the charitable company’s affairs as at 31 March 2021 and of its income and expenditure for the year then ended.
- The financial statements are prepared in accordance with International Accounting Standards and International Financial Reporting Standards applicable in the UK and the Republic of Ireland (UKGAAP).
- The trustees’ report has been prepared in accordance with the charitable company’s constitution and the provisions of law.
- The trustees have complied with the relevant requirements of the Charities and Trustee Investment (Scotland) Act 2005 and under the Charities and Trustee Investment (Scotland) Act 2005. We assessed the required performance of the trustee in accordance with the Annual Audit Regulations 2020 amended.

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 course of the audit, or is capable of affecting a reasonable understanding of the financial statements.

We have nothing to report in this regard.

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

- The financial statements, including the notes, are presented in accordance with the provisions of law.

In performing the financial statements, the trustees are responsible for:

- Giving a going concern, disclosing, as applicable, matters relating 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)(e) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and are responsible for the conduct of the audit and report on its results. We have nothing to report in respect of the following matters:

- The financial statements as a whole are free from material misstatement, whether due to fraud or error;
- We have not identified material misstatements in our financial statement audit; and
- Our review of the other information has not identified any matters to be reported to the company’s directors or the members.

We also considered the opportunities and incentives that may exist for fraud or error, and discussed the matters raised in this context with the Charities and Trustee Investment (Scotland) Act 2005.

We have considered whether the trustees have complied with the relevant requirements of the Charities and Trustee Investment (Scotland) Act 2005. We have also considered whether the trustees have complied with the other information that is not part of the financial statements and which is not required to be audited.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but which might be fundamental to the charitable company’s ability to operate or to avoid a material penalty.

We have nothing to report in respect of the following matters:

- The trustees have not received all the information and explanations required by law;
- The trustees have not received all the information and explanations required by law; and
- The trustees have not received all the information and explanations required by law.

We have nothing to report in any of these respects.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees’ responsibilities statement (set out on page 15 of the trustees’ report), the trustees are ultimately responsible for the preparation of the financial statements and for being satisfied that the financial statements and notes, and in particular the internal controls, are adequate to prevent or detect fraud or error. The financial statements are prepared in accordance with the financial statements framework that has been applied in their preparation that comply with United Kingdom Generally Accepted accounting Practice. Financial Reporting Standard applicable in the UK and Republic of Ireland (UKGAAP).

In respect of the going concern, disclosing, as applicable, matters relating 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.

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

In our opinion, based on the evidence obtained in the course of our audit, fraud and irregularities have not been detected.
We also considered compliance with local legislation for the group’s overseas operating branches.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, grants made to partners and affiliates, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Trustees about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission including any Serious Incidents reporting, review of overseas branch audit reports, review of internal audit reports conducted on overseas operations, and reading minutes of meetings of these 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) are 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 2005. Our audit work has been undertaken so that we might state to the charitable company’s members those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company’s members as a body and the charitable company’s Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Tim Redwood
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 2021 (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT)

<table>
<thead>
<tr>
<th>Notes</th>
<th>Unrestricted Funds 2021</th>
<th>Restricted Funds 2021</th>
<th>Total Funds 2021</th>
<th>Total Funds 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations and legacies</td>
<td>2</td>
<td>18,153,835</td>
<td>1,631,877</td>
<td>19,785,712</td>
</tr>
<tr>
<td>Other trading activities</td>
<td>-</td>
<td>58,839</td>
<td>-</td>
<td>58,839</td>
</tr>
<tr>
<td>Investments</td>
<td>-</td>
<td>123,674</td>
<td>-</td>
<td>123,674</td>
</tr>
<tr>
<td>Other</td>
<td>35</td>
<td>-</td>
<td>95</td>
<td>12,493</td>
</tr>
<tr>
<td>Total income</td>
<td>18,336,383</td>
<td>1,631,877</td>
<td>19,968,260</td>
<td>20,079,770</td>
</tr>
<tr>
<td>Expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure on raising funds</td>
<td>7,205,910</td>
<td>-</td>
<td>7,205,910</td>
<td>7,117,284</td>
</tr>
<tr>
<td>Expenditure on charitable activities:</td>
<td>3B</td>
<td>11,960,393</td>
<td>1,780,764</td>
<td>13,741,157</td>
</tr>
<tr>
<td>Direct intervention to improve equine animal welfare</td>
<td>-</td>
<td>4,166,503</td>
<td>620,344</td>
<td>4,786,847</td>
</tr>
<tr>
<td>Prevention of welfare problems</td>
<td>-</td>
<td>5,940,856</td>
<td>884,525</td>
<td>6,825,381</td>
</tr>
<tr>
<td>Influencing for improved animal welfare</td>
<td>-</td>
<td>1,456,870</td>
<td>236,911</td>
<td>1,673,781</td>
</tr>
<tr>
<td>Research</td>
<td>-</td>
<td>396,164</td>
<td>58,984</td>
<td>455,148</td>
</tr>
<tr>
<td>Total charitable activities</td>
<td>3B</td>
<td>11,960,393</td>
<td>1,780,764</td>
<td>13,741,157</td>
</tr>
<tr>
<td>Total expenditure</td>
<td>4A</td>
<td>19,166,303</td>
<td>1,780,764</td>
<td>20,947,067</td>
</tr>
<tr>
<td>Net gains on investments</td>
<td>9</td>
<td>1,432,676</td>
<td>-</td>
<td>1,432,676</td>
</tr>
<tr>
<td>Net income/(expenditure)</td>
<td>602,756</td>
<td>(148,887)</td>
<td>453,869</td>
<td>(2,517,922)</td>
</tr>
<tr>
<td>Total funds brought forward</td>
<td>18</td>
<td>9,359,472</td>
<td>185,887</td>
<td>9,545,359</td>
</tr>
<tr>
<td>Total funds carried forward</td>
<td>14</td>
<td>9,962,228</td>
<td>37,000</td>
<td>9,999,228</td>
</tr>
</tbody>
</table>

The notes on pages 56 to 70 form a part of these financial statements.
**CONSOLIDATED AND CHARITY BALANCE SHEET AS AT 31 MARCH 2021**

<table>
<thead>
<tr>
<th>Notes</th>
<th>Group 2021 £</th>
<th>Group 2020 £</th>
<th>Charity Only 2021 £</th>
<th>Charity Only 2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>8A</td>
<td>5,885</td>
<td>20,246</td>
<td>5,885</td>
<td>20,246</td>
</tr>
<tr>
<td>8B</td>
<td>1,175,918</td>
<td>1,408,435</td>
<td>1,175,918</td>
<td>1,408,435</td>
</tr>
<tr>
<td>9</td>
<td>12,740,011</td>
<td>12,478,227</td>
<td>12,740,011</td>
<td>12,478,227</td>
</tr>
<tr>
<td></td>
<td>13,921,814</td>
<td>13,906,908</td>
<td>13,921,814</td>
<td>13,906,908</td>
</tr>
</tbody>
</table>

**CURRENT ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>Group 2021 £</th>
<th>Group 2020 £</th>
<th>Charity Only 2021 £</th>
<th>Charity Only 2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>1,486,603</td>
<td>1,490,104</td>
<td>1,486,603</td>
<td>1,490,104</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>3,506,893</td>
<td>4,308,292</td>
<td>3,494,458</td>
<td>4,307,887</td>
</tr>
<tr>
<td></td>
<td>4,993,496</td>
<td>5,798,396</td>
<td>4,981,061</td>
<td>5,797,991</td>
</tr>
</tbody>
</table>

**CURRENT LIABILITIES**

<table>
<thead>
<tr>
<th></th>
<th>Group 2021 £</th>
<th>Group 2020 £</th>
<th>Charity Only 2021 £</th>
<th>Charity Only 2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
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<td>10,159,945</td>
<td>8,903,647</td>
<td>10,159,540</td>
</tr>
</tbody>
</table>

**NET CURRENT LIABILITIES**

<table>
<thead>
<tr>
<th></th>
<th>Group 2021 £</th>
<th>Group 2020 £</th>
<th>Charity Only 2021 £</th>
<th>Charity Only 2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(3,922,586)</td>
<td>(4,361,549)</td>
<td>(3,922,586)</td>
<td>(4,361,549)</td>
</tr>
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</table>

**TOTAL NET ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>Group 2021 £</th>
<th>Group 2020 £</th>
<th>Charity Only 2021 £</th>
<th>Charity Only 2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9,999,228</td>
<td>9,545,359</td>
<td>9,999,228</td>
<td>9,545,359</td>
</tr>
</tbody>
</table>

**Funds**

<table>
<thead>
<tr>
<th></th>
<th>Group 2021 £</th>
<th>Group 2020 £</th>
<th>Charity Only 2021 £</th>
<th>Charity Only 2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Funds</td>
<td>9,545,228</td>
<td>7,899,472</td>
<td>9,545,228</td>
<td>7,899,472</td>
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<tr>
<td>Designated Funds</td>
<td>417,000</td>
<td>1,460,000</td>
<td>417,000</td>
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<tr>
<td>Restricted Income Funds</td>
<td>37,000</td>
<td>185,887</td>
<td>37,000</td>
<td>185,887</td>
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**TOTAL FUNDS**

<table>
<thead>
<tr>
<th></th>
<th>Group 2021 £</th>
<th>Group 2020 £</th>
<th>Charity Only 2021 £</th>
<th>Charity Only 2020 £</th>
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</thead>
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<tr>
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<td>9,545,359</td>
<td>9,999,228</td>
<td>9,545,359</td>
</tr>
</tbody>
</table>

The notes on pages 56 to 70 form a part of these financial statements. The financial statements were approved by the Board of Trustees and signed on its behalf by:

Kirsty Hayes  
Chairperson  
29 September 2021

Mark McLaughlin  
Honorary Treasurer  
29 September 2021

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**CONSOLIDATED CASHFLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2021**

<table>
<thead>
<tr>
<th>Schedule A</th>
<th>Total Funds 2021 £</th>
<th>Prior Year Funds 2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash provided by (used in) operating activities</td>
<td>(1,923,373)</td>
<td>(504,296)</td>
</tr>
<tr>
<td>Cashflow from investing activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends, interest from Investments</td>
<td>123,674</td>
<td>199,401</td>
</tr>
<tr>
<td>Proceeds from disposal</td>
<td>1,148</td>
<td></td>
</tr>
<tr>
<td>Purchases of Fixed Assets – Tangible</td>
<td>(1,469,305)</td>
<td>(1,469,305)</td>
</tr>
<tr>
<td>Purchases of Fixed Assets – Intangible</td>
<td>(1,030)</td>
<td>(1,030)</td>
</tr>
<tr>
<td>Proceeds from sale of Investments</td>
<td>1,750,000</td>
<td></td>
</tr>
<tr>
<td>Realised gain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash provided by (used in) investing activities</td>
<td>391,060</td>
<td>4,308,292</td>
</tr>
<tr>
<td>Change in cash and cash equivalents in the reporting period</td>
<td>(801,399)</td>
<td>(313,236)</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the reporting period</td>
<td>4,308,292</td>
<td>4,308,292</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the reporting period</td>
<td>3,506,893</td>
<td>3,506,893</td>
</tr>
</tbody>
</table>

**Schedule A**

| Net movement in Funds for the reporting period (as per the Statement of Financial Activities) | (978,808) | (3,033,398) |
| Adjustments for: | | |
| Depreciation Charges | 399,252 | 338,951 |
| Amortisation Charges | 20,219 | 59,713 |
| Revaluation of Fixed Assets | | |
| Dividends and interest from Investments | (123,674) | (199,401) |
| Loss/(Profit) on the sale of Fixed Assets | 706 | |
| Increase/(Decrease) in Debtors | (1,243,863) | 971,920 |
| Net cash provided by (used in) operating activities | (1,923,373) | (504,296) |

The notes on pages 56 to 70 form a part of these financial statements. The financial statements were approved by the Board of Trustees and signed on its behalf by:

Mark McLaughlin  
Honorary Treasurer  
29 September 2021

---
Brooke was established in 1934 to treat horses left as a going concern. The accounts are prepared under the historical cost convention, with the exception of quoted investments which are stated at market value.

Goings Concern

Brooke's planning and performance management processes have supported the Trustees in ensuring the Brooke financial activities of the company are commercial activities to support its receipt within six months of the year end.

2. NATURE AND PURPOSE OF THE CHARITY

The financial activities of the company are commercial activities such as Christmas card sales, Dorothy Brooke's diary and fundraising through sponsorship activities. The income generated from these activities is accounted for on an accrual basis.

3. GOVERNANCE OF THE TRUSTEE

The will is unlikely to be contested in the case of donations and grants received during the year, as they will be amortised on the straight line basis over three years. The charity has a wholly owned subsidiary registered in England and Wales, Brooke (UAE) Limited, incorporated in Dubai. The financial activities of the company are commercial activities such as Christmas card sales, Dorothy Brooke’s diary and fundraising through sponsorship activities. The income generated from these activities is accounted for on an accrual basis.

4. INCOME

4. INCOME

The financial activities of the company are commercial activities such as Christmas card sales, Dorothy Brooke’s diary and fundraising through sponsorship activities. The income generated from these activities is accounted for on an accrual basis.

5. ACCOUNTING POLICIES

The financial statements are in compliance with the Companies Act 2006, the Audit Act 2006. The functional currency of the Brooke is GBP.

A. BASIS OF PREPARATION

The results of the subsidiaries are consolidated on a line by line basis and further details of the subsidiary are given in Note 16. The group accounts include all assets purchased by overseas branches.

B. TANGIBLE FIXED ASSETS AND DEPRECIATION

The statement of financial activities and balance sheet contains in the Charity Commission’s general guide to public fundraising and performance management processes have supported the Trustees in ensuring the Brooke financial activities of the company are commercial activities such as Christmas card sales, Dorothy Brooke’s diary and fundraising through sponsorship activities. The income generated from these activities is accounted for on an accrual basis.

5. ACCOUNTING POLICIES

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5. ACCOUNTING POLICIES

The statement of financial activities and balance sheet contains in the Charity Commission’s general guide to public fundraising and performance management processes have supported the Trustees in ensuring the Brooke financial activities of the company are commercial activities such as Christmas card sales, Dorothy Brooke’s diary and fundraising through sponsorship activities. The income generated from these activities is accounted for on an accrual basis.
The Trustees anticipate the designated reserves to be fully utilised over the coming next two years.

The principal accounting policies, as set out above, have all been adopted for the year ended 31 March 2021. The estimates and judgements to have a risk to the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and assumptions about the carrying values of assets and liabilities are as follows:

The Trusts are required to make judgements, informed, but which have not been included in the accounts because the conditions for recognition have not been met (because the tax treatment has not yet been determined).

The estimated value of legacies of which Brooke has been notified is £12.3m (2020: £14.1m)

The allocation of support costs requires a judgement on the most appropriate basis to apportion costs, which are reviewed annually for reasonableness.

The Trustees are required to make judgements, informed, but which have not been included in the accounts because the conditions for recognition have not been met (because the conditions for recognition have not been met) in £23.4m (2020: £24.3m).

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The principal accounting policies, as set out above, have all been adopted consistently throughout the year and the preceding year.
3(b) CHARITABLE ACTIVITIES - Analysis of individual amounts spent in each country is shown below:

<table>
<thead>
<tr>
<th>Country</th>
<th>Amount Granted (Partnerships and Affiliates only) 2021</th>
<th>Amounts spent on direct implementation via Branches &amp; UK 2021</th>
<th>Support Expenditure 2021</th>
<th>Total Charitable Activities 2021</th>
<th>Total Charitable Activities 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
<td>296,729</td>
<td>-</td>
<td>76,054</td>
<td>373,783</td>
<td>1,034,009</td>
</tr>
<tr>
<td>Egypt</td>
<td>53,704</td>
<td>-</td>
<td>11,753</td>
<td>65,457</td>
<td>260,664</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>-</td>
<td>1,779,989</td>
<td>183,537</td>
<td>1,963,526</td>
<td>1,930,243</td>
</tr>
<tr>
<td>Egypt</td>
<td>-</td>
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<td>-</td>
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<td>183,537</td>
<td>1,963,526</td>
<td>1,930,243</td>
</tr>
</tbody>
</table>

4(a) EXPENDITURE

<table>
<thead>
<tr>
<th>Category</th>
<th>Grants £</th>
<th>Direct staff £</th>
<th>Direct other £</th>
<th>Support costs £</th>
<th>Governance costs £</th>
<th>Total 2021 £</th>
<th>Total 2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raising funds</td>
<td>2,403,412</td>
<td>2,887,849</td>
<td>779,684</td>
<td>6,070,945</td>
<td>6,025,863</td>
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<td></td>
</tr>
<tr>
<td>Supporter Services</td>
<td>370,281</td>
<td>523,458</td>
<td>131,895</td>
<td>1,025,454</td>
<td>994,936</td>
<td></td>
<td></td>
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<tr>
<td>Trading</td>
<td>20,272</td>
<td>-</td>
<td>-</td>
<td>20,272</td>
<td>157,412</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Management</td>
<td>89,359</td>
<td>-</td>
<td>-</td>
<td>89,359</td>
<td>91,582</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,793,865</td>
<td>5,360,666</td>
<td>911,379</td>
<td>7,205,910</td>
<td>7,217,284</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total charitable activities</td>
<td>8,866,882</td>
<td>1,938,330</td>
<td>1,081,235</td>
<td>1,727,607</td>
<td>17,254,067</td>
<td>15,995,883</td>
<td></td>
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<tr>
<td>Governance costs</td>
<td>97,519</td>
<td>29,583</td>
<td>-</td>
<td>(127,102)</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure in support of activities</td>
<td>8,866,882</td>
<td>97,519</td>
<td>29,583</td>
<td>(127,102)</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,457,541</td>
<td>1,831,446</td>
<td>2,638,987</td>
<td>20,947,067</td>
<td>23,113,167</td>
<td></td>
<td></td>
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<tr>
<td>Total expenditure</td>
<td>8,866,882</td>
<td>1,457,541</td>
<td>1,831,446</td>
<td>2,638,987</td>
<td>20,947,067</td>
<td>23,113,167</td>
<td></td>
</tr>
</tbody>
</table>

*Country costs associated to Branches cannot be classed as grants to third party organisations.
4 (b). ANALYSIS OF GOVERNANCE EXPENSES

<table>
<thead>
<tr>
<th>2021 £</th>
<th>2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Costs</td>
<td>97,519</td>
</tr>
<tr>
<td>Trustees Expenses</td>
<td>229</td>
</tr>
<tr>
<td>Audit Fees</td>
<td>2,000</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>3,554</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>124,302</strong></td>
</tr>
</tbody>
</table>

5. NET INCOME FOR THE YEAR IS STATED AFTER CHARGING:

<table>
<thead>
<tr>
<th>2021 £</th>
<th>2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit Fees for Statutory Audit</td>
<td>23,000</td>
</tr>
<tr>
<td>Non-Audit Fees</td>
<td>-</td>
</tr>
<tr>
<td>Rental costs relating to operating leases</td>
<td>2,807</td>
</tr>
<tr>
<td>Plant and Machinery</td>
<td>425,477</td>
</tr>
<tr>
<td>Land &amp; Buildings</td>
<td>563,233</td>
</tr>
</tbody>
</table>

6. STAFF COSTS

<table>
<thead>
<tr>
<th>2021 £</th>
<th>2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>5,869,152</td>
</tr>
<tr>
<td>Temporary Staff</td>
<td>215,242</td>
</tr>
<tr>
<td>National Insurance costs</td>
<td>571,578</td>
</tr>
<tr>
<td>Pensions and Other Costs*</td>
<td>738,881</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7,394,893</strong></td>
</tr>
</tbody>
</table>

* In Note 4(a), Staff costs for branches amounting to £1,129,832 have been included within programme costs.

AVERAGE NUMBER OF STAFF EMPLOYED

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising</td>
<td>45</td>
</tr>
<tr>
<td>Supporter Services</td>
<td>7</td>
</tr>
<tr>
<td>Charitable Activities UK</td>
<td>29</td>
</tr>
<tr>
<td>Charitable Activities Overseas (Branches)</td>
<td>87</td>
</tr>
<tr>
<td>Administration (Including Support costs and Governance)</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>208</strong></td>
</tr>
</tbody>
</table>

REMUNERATION OF THE CHARITY'S KEY MANAGEMENT PERSONNEL

<table>
<thead>
<tr>
<th>2021 £</th>
<th>2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total salary of Key Management Personnel</td>
<td>533,527</td>
</tr>
</tbody>
</table>

Number of employees whose benefits, excluding employer’s pension contributions, amounted to more than £60k

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between £60,001 and £70,000</td>
<td>6</td>
</tr>
<tr>
<td>Between £70,001 and £80,000</td>
<td>1</td>
</tr>
<tr>
<td>Between £80,001 and £90,000</td>
<td>2</td>
</tr>
<tr>
<td>Between £90,001 and £100,000</td>
<td>1</td>
</tr>
<tr>
<td>Between £100,001 and £120,000</td>
<td>-</td>
</tr>
</tbody>
</table>

The pension costs paid in respect of these employees amounted to £66,129 (2020: £46,907).

7. TRUSTEES EXPENSES

Trustees’ total expenses during the year amounted to £229 (2020: £11,052), of which £100 (2020: £5,539) related to visits to overseas centres. These expenses were leaving gifts to retiring Trustees and other training courses. There were no travel expenses due to the pandemic. No Trustees (2020: 4 Trustees) received reimbursements for their expenses totalling £1,649 (2020: £33,105).

The Trustees received no remuneration for their services. A Trustee and employee indemnity insurance policy was purchased during the year at a cost of £5,164 (2020: £3,170).

The UK charity received donations from the Trustees of £1,040 (2020: £6,045) during the year.

8 (g). GROUP AND CHARITY INTANGIBLE FIXED ASSETS

<table>
<thead>
<tr>
<th>2021 £</th>
<th>2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Applications</td>
<td>255,197</td>
</tr>
<tr>
<td>Website</td>
<td>5,858</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>261,055</strong></td>
</tr>
</tbody>
</table>

Net Book Value

<table>
<thead>
<tr>
<th>2021 £</th>
<th>2020 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 31 March 2021</td>
<td>255,197</td>
</tr>
<tr>
<td>At 31 March 2020</td>
<td>261,055</td>
</tr>
</tbody>
</table>

75.4%
### 8(b). GROUP AND CHARITY TANGIBLE FIXED ASSETS

<table>
<thead>
<tr>
<th>Leasehold Improvements</th>
<th>Fixtures and Fitting</th>
<th>Machinery and Equipment</th>
<th>Computers and Software</th>
<th>Vehicles</th>
<th>Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 March 2020</td>
<td>782,641</td>
<td>252,454</td>
<td>289,059</td>
<td>574,556</td>
<td>398,450</td>
</tr>
<tr>
<td>Additions</td>
<td>16,362</td>
<td>-</td>
<td>280</td>
<td>44,431</td>
<td>105,862</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>799,003</strong></td>
<td><strong>252,454</strong></td>
<td><strong>291,339</strong></td>
<td><strong>578,987</strong></td>
<td><strong>504,312</strong></td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 March 2020</td>
<td>81,865</td>
<td>65,686</td>
<td>115,991</td>
<td>376,436</td>
<td>249,747</td>
</tr>
<tr>
<td>Depreciation for the year</td>
<td>101,377</td>
<td>42,936</td>
<td>56,514</td>
<td>101,223</td>
<td>33,202</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>183,242</strong></td>
<td><strong>108,622</strong></td>
<td><strong>172,505</strong></td>
<td><strong>487,659</strong></td>
<td><strong>382,949</strong></td>
</tr>
<tr>
<td><strong>Net Book Value</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 March 2020</td>
<td>555,561</td>
<td>143,832</td>
<td>116,334</td>
<td>173,068</td>
<td>114,072</td>
</tr>
<tr>
<td>Additions</td>
<td>1,000</td>
<td>-</td>
<td>1,000</td>
<td>1,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>556,561</strong></td>
<td><strong>145,832</strong></td>
<td><strong>117,334</strong></td>
<td><strong>174,068</strong></td>
<td><strong>115,072</strong></td>
</tr>
</tbody>
</table>

### 9. GROUP AND CHARITY INVESTMENTS

#### Reconciliation of investments held with fund manager

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Value at 1 April</td>
<td>12,479,227</td>
</tr>
<tr>
<td>Additions</td>
<td>(1,000,000)</td>
</tr>
<tr>
<td>Dividends received</td>
<td>118,619</td>
</tr>
<tr>
<td>Fees deducted during year</td>
<td>89,531</td>
</tr>
<tr>
<td>Net gains</td>
<td>1,432,677</td>
</tr>
<tr>
<td>Market Value at 31 March</td>
<td>12,479,227</td>
</tr>
<tr>
<td>Historical Cost at 10 March</td>
<td>10,025,813</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Interest</td>
<td>2,431,733</td>
</tr>
<tr>
<td>UK Equities</td>
<td>1,541,624</td>
</tr>
<tr>
<td>Overseas Equities</td>
<td>7,382,807</td>
</tr>
<tr>
<td>Alternative investments</td>
<td>2,077,741</td>
</tr>
<tr>
<td>Commodities</td>
<td>834,417</td>
</tr>
<tr>
<td>Cash &amp; cash alternatives</td>
<td>573,289</td>
</tr>
<tr>
<td>Market Value at 31 March</td>
<td>13,408,435</td>
</tr>
</tbody>
</table>

#### Analysis of investments held at 31 March 2021

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Interest</td>
<td>2,431,733</td>
</tr>
<tr>
<td>UK Equities</td>
<td>1,541,624</td>
</tr>
<tr>
<td>Overseas Equities</td>
<td>7,382,807</td>
</tr>
<tr>
<td>Alternative investments</td>
<td>2,077,741</td>
</tr>
<tr>
<td>Commodities</td>
<td>834,417</td>
</tr>
<tr>
<td>Cash &amp; cash alternatives</td>
<td>573,289</td>
</tr>
<tr>
<td>Market Value at 31 March</td>
<td>13,408,435</td>
</tr>
</tbody>
</table>

### 10. CONSOLIDATED MOVEMENT IN UNRESTRICTED AND RESTRICTED FUNDS

#### 31 March 2020

<table>
<thead>
<tr>
<th>Income</th>
<th>Expenditure</th>
<th>Transfers</th>
<th>Net Gains /Losses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted Funds</strong></td>
<td>7,889,472</td>
<td>18,336,383</td>
<td>-</td>
</tr>
<tr>
<td><strong>Restricted Funds</strong></td>
<td>1,460,000</td>
<td>-</td>
<td>(1,043,000)</td>
</tr>
<tr>
<td><strong>Total Unrestricted Funds</strong></td>
<td>9,359,472</td>
<td>18,336,383</td>
<td>(19,166,303)</td>
</tr>
<tr>
<td><strong>Total Restricted Funds</strong></td>
<td>1,460,000</td>
<td>-</td>
<td>(1,043,000)</td>
</tr>
<tr>
<td><strong>Total Funds</strong></td>
<td>9,549,472</td>
<td>19,336,383</td>
<td>(20,210,606)</td>
</tr>
</tbody>
</table>

#### 31 March 2021

<table>
<thead>
<tr>
<th>Income</th>
<th>Expenditure</th>
<th>Transfers</th>
<th>Net Gains /Losses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted Funds</strong></td>
<td>18,336,383</td>
<td>19,968,260</td>
<td>-</td>
</tr>
<tr>
<td><strong>Restricted Funds</strong></td>
<td>185,887</td>
<td>1,631,877</td>
<td>(1,780,764)</td>
</tr>
<tr>
<td><strong>Total Unrestricted Funds</strong></td>
<td>19,522,270</td>
<td>19,968,260</td>
<td>(446,994)</td>
</tr>
<tr>
<td><strong>Total Restricted Funds</strong></td>
<td>185,887</td>
<td>1,631,877</td>
<td>(1,780,764)</td>
</tr>
<tr>
<td><strong>Total Funds</strong></td>
<td>19,708,157</td>
<td>19,968,260</td>
<td>(298,103)</td>
</tr>
</tbody>
</table>

We are grateful to all the donors who support our work and wish to thank them for their continued support.

*Included within restricted funds are Virtual Gifts from our donors that are typically transferred to country programmes to fund charitable activities. Grants amounting to £280k were received from Brooke USA to fund work in Ethiopia, India and Kenya. Additionally donations totalling £32k were received from Brooke Netherlands in 2020-21, restricted to our work in Pakistan.*
11. DEBTORS AND PREPAYMENTS

<table>
<thead>
<tr>
<th></th>
<th>Group 2021</th>
<th>Charity 2021</th>
<th>Group 2020</th>
<th>Charity 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>655,403</td>
<td>655,403</td>
<td>702,032</td>
<td>702,032</td>
</tr>
<tr>
<td>Tax Receivable</td>
<td>179,555</td>
<td>179,555</td>
<td>457,159</td>
<td>457,159</td>
</tr>
<tr>
<td>Prepayments and other debtors</td>
<td>655,645</td>
<td>655,645</td>
<td>330,814</td>
<td>330,814</td>
</tr>
<tr>
<td>Total</td>
<td>1,486,603</td>
<td>1,486,603</td>
<td>1,490,104</td>
<td>1,490,104</td>
</tr>
</tbody>
</table>

12. CREDITORS: AMOUNT FALLING DUE WITHIN ONE YEAR

<table>
<thead>
<tr>
<th></th>
<th>Group 2021</th>
<th>Charity 2021</th>
<th>Group 2020</th>
<th>Charity 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Amounts committed to partners</td>
<td>5,898,047</td>
<td>5,898,047</td>
<td>6,833,962</td>
<td>6,833,962</td>
</tr>
<tr>
<td>Taxes and social security</td>
<td>138,517</td>
<td>138,517</td>
<td>137,946</td>
<td>137,946</td>
</tr>
<tr>
<td>Other creditor and accruals</td>
<td>2,568,513</td>
<td>2,556,078</td>
<td>2,729,995</td>
<td>2,729,590</td>
</tr>
<tr>
<td>Deferred income</td>
<td>300,073</td>
<td>300,073</td>
<td>387,128</td>
<td>387,128</td>
</tr>
<tr>
<td>Gift Aid Premiums</td>
<td>10,932</td>
<td>10,932</td>
<td>70,914</td>
<td>70,914</td>
</tr>
<tr>
<td>Total</td>
<td>8,916,082</td>
<td>8,903,647</td>
<td>10,159,945</td>
<td>10,159,540</td>
</tr>
</tbody>
</table>

13. GROUP AND CHARITY OPERATING LEASE COMMITMENTS

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

<table>
<thead>
<tr>
<th></th>
<th>Group 2021</th>
<th>Charity 2021</th>
<th>Group 2020</th>
<th>Charity 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Not later than one year</td>
<td>615,318</td>
<td>2,694</td>
<td>702,032</td>
<td>702,032</td>
</tr>
<tr>
<td>Later than one year and not later than five years</td>
<td>1,386,857</td>
<td>3,368</td>
<td>1,390,035</td>
<td>1,390,035</td>
</tr>
<tr>
<td>Later than five years</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>2,002,175</td>
<td>6,062</td>
<td>2,445,072</td>
<td>2,453,828</td>
</tr>
</tbody>
</table>

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted Funds</th>
<th>Restricted Funds</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Group</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>5,885</td>
<td>-</td>
<td>5,885</td>
</tr>
<tr>
<td>Tangible Assets</td>
<td>1,175,918</td>
<td>-</td>
<td>1,175,918</td>
</tr>
<tr>
<td>Investments</td>
<td>12,740,011</td>
<td>37,000</td>
<td>12,777,011</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>(9,903,067)</td>
<td>37,000</td>
<td>(9,938,067)</td>
</tr>
<tr>
<td>Net Assets</td>
<td>9,962,228</td>
<td>37,000</td>
<td>9,999,228</td>
</tr>
<tr>
<td>Charity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>5,885</td>
<td>-</td>
<td>5,885</td>
</tr>
<tr>
<td>Tangible Assets</td>
<td>1,175,918</td>
<td>-</td>
<td>1,175,918</td>
</tr>
<tr>
<td>Investments</td>
<td>12,740,011</td>
<td>-</td>
<td>12,740,011</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>(9,903,067)</td>
<td>-</td>
<td>(9,903,067)</td>
</tr>
<tr>
<td>Net Assets</td>
<td>9,962,228</td>
<td>-</td>
<td>9,962,228</td>
</tr>
</tbody>
</table>

15. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year (2020: none).

16. SUBSIDIARY UNDERTAKINGS

The Brooke group comprises the parent charity (Brooke Hospital for Animals) and one wholly owned subsidiary (Brooke Hospital for Animals Trading Limited). Brooke Hospital for Animals Trading Limited (BHAT) is a private company limited by shares incorporated in England and Wales.

The principal activities for Brooke Hospital for Animals Trading Limited includes the sale of Christmas cards, sale of Dorothy Brooke’s diary and seek funds through sponsorship activities for the furtherance of the parent charity’s charitable purposes.

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

<table>
<thead>
<tr>
<th></th>
<th>2021 BHAT</th>
<th>2020 BHAT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Total Income</td>
<td>58,839</td>
<td>44,206</td>
</tr>
<tr>
<td>Total expenditure</td>
<td>(22,564)</td>
<td>(17,843)</td>
</tr>
<tr>
<td>Net Income</td>
<td>36,275</td>
<td>26,363</td>
</tr>
<tr>
<td>Off to Brooke Hospital for Animals</td>
<td>(30,275)</td>
<td>(26,363)</td>
</tr>
<tr>
<td>Retained surplus (deficit) for the year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Assets</td>
<td>12,735</td>
<td>12,500</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>(12,735)</td>
<td>(12,500)</td>
</tr>
<tr>
<td>Total Funds</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

At 31 March 2022, Brooke Hospital for Animals Trading Limited owed the parent charity £11,000 (2020: £11,000) for a start-up loan injection. During the year, Brooke Hospital for Animals Trading Limited expended £2,392 (2020: £2,130) with the parent charity for loan interest charges and use of name and logo.

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted Funds</th>
<th>Restricted Funds</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Group</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>5,885</td>
<td>-</td>
<td>5,885</td>
</tr>
<tr>
<td>Tangible Assets</td>
<td>1,175,918</td>
<td>-</td>
<td>1,175,918</td>
</tr>
<tr>
<td>Investments</td>
<td>12,740,011</td>
<td>37,000</td>
<td>12,777,011</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>(9,903,067)</td>
<td>37,000</td>
<td>(9,938,067)</td>
</tr>
<tr>
<td>Net Assets</td>
<td>9,962,228</td>
<td>37,000</td>
<td>9,999,228</td>
</tr>
<tr>
<td>Charity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>5,885</td>
<td>-</td>
<td>5,885</td>
</tr>
<tr>
<td>Tangible Assets</td>
<td>1,175,918</td>
<td>-</td>
<td>1,175,918</td>
</tr>
<tr>
<td>Investments</td>
<td>12,740,011</td>
<td>-</td>
<td>12,740,011</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>(9,903,067)</td>
<td>-</td>
<td>(9,903,067)</td>
</tr>
<tr>
<td>Net Assets</td>
<td>9,962,228</td>
<td>-</td>
<td>9,962,228</td>
</tr>
</tbody>
</table>

15. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year (2020: none).
17. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2020

Notes

Unrestricted Funds 2020 £ Restricted Funds 2020 £ Total Funds 2020 £ Total Funds 2019 £

Income

Donations and Legacies 1 17,968,379 1,857,290 19,823,669 20,605,465

Restricted Funds 2020

Other Trading activities - - - -

Investments - - - -

Total income 18,222,480 1,857,290 20,079,770 20,844,530

Expenditure

Expenditure on raising funds 7,117,284 - 7,117,284 7,198,360

Expenditure on Charitable activities:

Direct intervention to improve animal welfare 4,911,939 688,479 5,600,418 5,487,869

Prevention of welfare problems 6,930,894 971,466 7,902,360 7,466,532

Influencing and awareness raising 480,362 136,471 616,833 502,257

Research - - - -

Total charitable activities 3 14,029,452 1,966,431 15,995,883 15,241,962

Total expenditure 4 21,146,736 1,966,431 23,113,167 22,440,322

Net gains on investments 9 515,475 - 515,475 798,834

Net (expenditure)/income (2,408,781) (109,141) (2,517,922) (796,958)

Reconciliation of funds:

Total funds brought forward 18 11,768,253 295,029 12,063,282 12,860,240

Total funds carried forward 14 9,359,472 185,887 9,545,359 12,063,282

We are grateful to all the donors who support our work and wish to thank them for their continued support.

*Included within restricted funds are Virtual Gifts from our donors that are specifically transferred to country programmes in fund charitable activities.

Grants amounting to £317k were received from Brooke USA to fund work in Ethiopia, Senegal, Pakistan and Kenya.

Additionally donations totalling £131k were received from Brooke Netherlands in 2019-20, restricted to our work in Pakistan, Kenya and India.

18. CONSOLIDATED MOVEMENT IN UNRESTRICTED AND RESTRICTED FUNDS FOR YEAR ENDED 31 MARCH 2020

31 March 2019 £ Incoming £ Expenditure £ Transfers £ Net Gains / Losses £ 31 March 2020 £

Unrestricted Funds

General Funds 8,486,253 18,222,480 (21,146,736) 1,840,000 515,475 7,899,472

Designated Funds 3,300,000 - - (1,840,000) - 1,460,000

Total Unrestricted Funds 11,786,253 18,222,480 (21,146,736) 1,840,000 515,475 9,359,472

Restricted Funds

Afghanistan - (6,000) - - - -

Egypt - (6,000) - - - -

India 100,001 392,861 (530,544) 37,682 - 185,887

Kenya 9,993 463,550 (485,754) 12,211 - -

Pakistan 26 339,418 (421,804) 82,412 - -

Senegal 283,543 212,273 (530,544) - - -

UK Innovation Fund 466,362 241,315 (466,362) - - -

Ubuntu - 5,491 (5,491) - - -

Effectiveness Framework Application - (12,500) (12,500) - - -

Virtual Gifts 1,518 145,758 (1,518) (145,758) - -

Equestria Research Wellcome 5,451 (5,451) - - - -

Global Exchange 18-19 - 25,000 (25,000) - - -

Total Restricted Funds 295,029 1,897,290 (1,966,432) - - 185,887

Total Funds 12,063,282 20,079,770 (23,113,167) - 515,475 9,545,359

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### Analysis of Net Assets Between Funds for Year Ended 31 March 2020

<table>
<thead>
<tr>
<th>Group</th>
<th>Unrestricted Funds</th>
<th>Restricted Funds</th>
<th>Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>20,246</td>
<td>-</td>
<td>20,246</td>
</tr>
<tr>
<td>Tangible Assets</td>
<td>1,408,435</td>
<td>-</td>
<td>1,408,435</td>
</tr>
<tr>
<td>Investments</td>
<td>12,478,227</td>
<td>-</td>
<td>12,478,227</td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td>5,612,509</td>
<td>5,612,509</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>(10,159,945)</td>
<td>(10,159,945)</td>
<td></td>
</tr>
<tr>
<td>Net Assets</td>
<td>9,359,472</td>
<td>185,887</td>
<td>9,545,359</td>
</tr>
<tr>
<td><strong>Charity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>20,246</td>
<td>-</td>
<td>20,246</td>
</tr>
<tr>
<td>Tangible Assets</td>
<td>1,408,435</td>
<td>-</td>
<td>1,408,435</td>
</tr>
<tr>
<td>Investments</td>
<td>12,478,227</td>
<td>-</td>
<td>12,478,227</td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td>5,612,103</td>
<td>5,612,103</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>(10,159,539)</td>
<td>(10,159,539)</td>
<td></td>
</tr>
<tr>
<td>Net Assets</td>
<td>9,359,472</td>
<td>185,887</td>
<td>9,545,359</td>
</tr>
</tbody>
</table>

### Contact Addresses

**UNITED KINGDOM HEADQUARTERS AND REGISTERED OFFICE**

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www.thebrooke.org
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A charity limited by guarantee with the legal name The Brooke Hospital for Animals.

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