A better life for every dog

Dogs Trust Annual Report 2025
For the year ended 31 December 2025

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Our 2025 highlights

Just some of our key achievements this year:

10,023

dogs found loving homes, including 479 Underdogs

3,546

dogs fostered through our rehoming centres

403

dogs fostered to help their owners find freedom from domestic abuse

15,639

dogs helped through our Behaviour Support Line

1,800+

veterinary treatments funded for dog owners experiencing homelessness

2.2m

dogs vaccinated against rabies

5m people

reached through education initiatives around the world

15.2m

visitors to our website

Welcome

A very warm welcome to our annual report for 2025 and a look at how, together, we are changing dogs' lives.

This year, we've seen just how much dogs mean to people and how, in difficult times, that bond can come under real strain. Across the UK, more owners are facing rising costs, economic uncertainty and increasingly complex challenges with their dogs.

Behavioural issues are now the leading reason dogs under three years old are put to sleep – a stark reminder of how urgent this issue has become. But behind every statistic is a person trying to do the very best for a dog they love.

We found loving homes for 10,023 dogs and supported more than 9,500 owners with expert behaviour advice, helping keep dogs in the homes where they belong. We stood alongside people facing the toughest circumstances, supporting thousands of dogs whose owners were experiencing domestic abuse or homelessness. And through our sister charity, Worldwide Veterinary Service (WVS), we saw 2.2 million dogs vaccinated against rabies and 5 million people reached through education initiatives.

Throughout this report, you'll see many stories from the past year. Each one a reminder of the difference that can be made when people come together for dogs.

But as the world changes, so must we. Throughout our 135-year history we've constantly adapted and grown, so we can always be where we're needed most. This year, that meant significant change at Dogs Trust, as we refocused our resources to evolve how we support dogs. We've reviewed our rehoming centre network; developed our prevention work to find new ways to keep dogs and their people together; and redirected our international work through WVS. You can find out more in the pages ahead.

By strengthening our support for dogs, their owners and our communities, we're ensuring a brighter future for dogs. This change hasn't been easy, and has only been possible thanks to the incredible compassion, understanding and dedication of our colleagues. The success of this change is a testament to them.

Vision

A better life for every dog

Mission

We help dogs when and where they need us most

Looking ahead, 2026 marks the launch of our new strategy, *Dogs Trust Unleashed* – an ambitious plan to help three million dogs every year. You can read more about this on page 10 and our **website**.

Above all, this report demonstrates the brilliant work of the people behind our mission – our donors, staff and volunteers – whose generosity and passion make this work possible every day. We are endlessly grateful to each of them.

Together, we can build a better future for every dog, and be there when and where they need us most.

With huge thanks,

Owen Sharp
Chief Executive

Will Galgey
Chair of the Board of Trustees

Owen Sharp

Will Galgey

Organisational change

We have been here for dogs for 135 years, constantly changing to do more for our furry friends. Today, the dog welfare sector is facing a perfect storm, which means we need to change as an organisation. In 2025, we had to make some hard choices to set ourselves up for success, deliver our new strategy, increase our impact, and ensure we are here for dogs for as long as they need us.

To put us in the best possible position to do more for the dogs who need us, here and around the world, we've reshaped our organisation by:

- Reviewing our rehoming centre network
- Refocusing our prevention work on rehabilitation and supporting more owners when they have a problem
- Redirecting our international work through our sister charity WVS and Mission Rabies.

Through our Employee Forum, we consulted with our colleagues to make the necessary changes to our structure that will ensure we can deliver our work for decades to come.

To build on the success of our fostering programme, we transitioned Ilfracombe, Newbury and Bridgend into centres without kennels, so we can continue to serve their local communities. We also reduced our kennel capacity in Kenilworth and Glasgow, enabling us to invest across our rehoming centres, ensuring our expert teams can spend more dedicated time with each dog to help them get ready for their new home.

We refocused our prevention work to help more dog owners when they need us most, by bringing together our person-to-person and telephone support with new, improved digital engagement channels. In order to make this change, we closed our puppy and adolescent Dog School services, stopped all in-person delivery of our education services by switching to a scalable teacher-facilitated digital offering, and closed our community engagement programmes.

We also reviewed our central organisational services, and created a professional standards team that brings together our veterinary and behaviour expertise, to better support our centres.

To safeguard our long-term future, we continue to invest in our brand, fundraising and ambitious IT transformation programme.

By reshaping our services and teams, we're building a more responsive approach that helps more dogs stay safely and happily with the families who love them.

The impact: These actions will enable us to help more dogs, by giving the dogs in our care the expert help and support they need to find their forever homes faster, and by recruiting more foster carers to look after dogs in their own homes. By redesigning our prevention services, we will be able to support more people who have a problem with their dog's behaviour. And by scaling up our international work, we will help millions more dogs around the world.

Big ambitions and a bold new strategy

In 2026, we launched Dogs Trust Unleashed, our strategy for 2026-2030, setting out how we will expand our impact and help more dogs than ever before across the UK, Ireland and around the world.

Our vision remains unchanged: a better life for every dog. But the world for dogs and the people who love them is changing. Rising living costs, increasing behavioural challenges and growing pressure on veterinary services mean more dogs and owners are struggling. Our strategy is designed to meet these challenges head-on, ensuring we are there for dogs when and where they need us most.

At its heart is an ambitious commitment to grow our reach. By 2030, we aim to help three million dogs every year worldwide, scaling our work to support hundreds of thousands of dogs in the UK and millions more internationally.

To achieve this, we are focusing on five key areas:

1 Prevention

Helping dogs and owners live better together.
We're here to support owners and dogs when times are tough, helping them stay together in their own home.

2 Rehoming

Helping dogs find forever homes.
We care for our four-legged friends until we can help them find a happy, long-term home.

3 International

Creating a better world for dogs.
We're building a safer future for millions of dogs by improving access to veterinary care and keeping them healthy, where we can make the biggest impact.

4 Income generation

Raising money to help more dogs.
We're building resilient, sustainable income so we can always be there for dogs, even as the world changes.

5 Brand

Building a community of dog lovers.
By strengthening our brand and digital presence, we're inspiring more people to create a better life for every dog.

Together, these priorities mean we can go further and faster for dogs. Find out more about *Dogs Trust Unleashed* and our plans for the future in the full strategy document.

Dogs Trust Unleashed

1 Prevention

Helping dogs and owners live better together

Behaviour challenges, changing circumstances and limited access to advice are some of the most common reasons dogs lose their homes. We're here to support dogs and their owners when times are tough, helping them stay together wherever possible.

In 2025, we transformed our prevention services to streamline our offering and processes, focusing on more personalised support, particularly around behavioural challenges. This meant closing our puppy and adolescent Dog School services and refocusing our resources and expertise on supporting more owners whose dogs are at risk of unnecessary euthanasia and relinquishment.

By reshaping our services and teams, we're building a more responsive approach that helps more dogs stay safely and happily with the families who love them.

Building better behaviour

In 2025, our prevention services helped thousands of dogs and owners across the UK.

15,639
dogs supported through our Behaviour Support Line

8,716
dogs helped through Dog School classes (which ran until August 2025)

505
dogs supported through 1-to-1 behaviour training

1,390
dogs supported by our Clinical Animal Behaviour team
- **714** dogs rehomed from Dogs Trust
- **676** community dogs

Behaviour Support Line

Expert advice when it matters most

When a dog starts barking excessively, becomes reactive on walks, or struggles to cope when left alone, it can be worrying and overwhelming for owners.

Across the UK, behavioural challenges are becoming more common. A combination of poor breeding practices and the lasting effects of the pandemic have meant many dogs didn't get the early experiences they need to thrive, leaving owners struggling to cope.

In 2025, we continued to expand our Behaviour Support Line as part of a wider shift towards more personalised support. It means we can help dogs and their owners at the point they need us most and before problems escalate.

Our expert behaviourists are on hand to provide free, practical advice, giving owners the confidence and tools to understand their dog and manage challenging behaviour.

In 2025, the team handled a massive 19,857 calls, supporting 15,639 dogs, and helping many of them to stay with their owners.

Valued support for dog owners

97%
of users would **recommend** the Behaviour Support Line

53%
of all the **compliments** we get as an organisation are for our Behaviour Support Line

Barney

Success story

Barney, a two-year-old working Cocker Spaniel, began struggling with being left alone. His owner felt overwhelmed and worried they might have to rehome him.

After contacting the Behaviour Support Line, one of our advisors talked through practical changes that could help Barney settle and reduce his anxiety.

Within weeks, Barney's owner began to see improvements. They said: **"I was at my wits' end and had no idea how to deal with the issues I had. The advice was clear and easy to follow and there have been improvements already."**

Most common training and behavioural issues

19% reactivity or aggression towards people

7% medical issues

29% reactivity to other dogs

15% barking

9% guarding

32% separation-related behaviours

Behaviour services

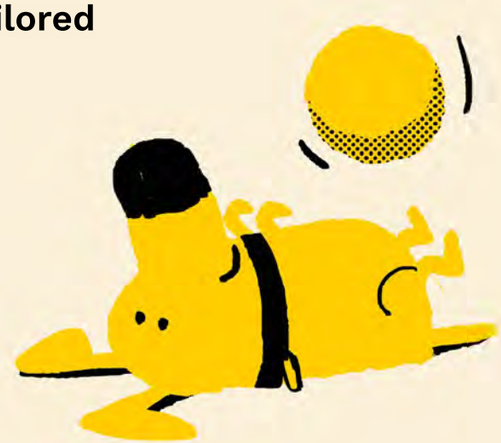
Practical training that builds confidence

Sometimes owners need more hands-on support to help their dog develop new skills or overcome behaviour challenges.

Through 1-to-1 support from our Behaviour Coaches and Dog School classes, which ran until August 2025, we provided practical training to help owners better understand their dogs and build strong, positive relationships. From loose lead walking to managing reactivity, our trainers guide owners step by step, helping them feel more confident and capable.

With the right support, many behaviour challenges can be successfully managed, helping dogs stay happily in their homes.

In 2025, Dog School supported 8,716 dogs, while Behaviour Coaches helped a further 505 dogs through tailored 1-to-1 sessions.



Together Through Homelessness

Supporting dog owners through life's toughest moments

For people experiencing homelessness, the companionship of a dog can provide comfort, stability and emotional support. But finding services that welcome dogs can be incredibly challenging.

Together Through Homelessness works with homelessness services and veterinary partners to ensure dog owners can access accommodation and essential care without giving up their pets.

In 2025:

- **23** homelessness services were endorsed as dog friendly
- Over **700** dogs were supported through our veterinary scheme
- More than **1,800** veterinary treatments were funded
- Almost **2,500** Christmas parcels were distributed to homelessness services supporting dog owners

By helping services become dog friendly and providing practical support for owners, we're ensuring that people never have to choose between keeping their dog and finding help.

Pet Friendly Housing

Keeping renters with their beloved pets

Our pets are part of the family, but many renters face barriers to finding a home where dogs are welcome too. Through our Pet Friendly Housing pilot in Scotland, we are partnering with social housing providers to tackle this. By creating tailored resources and introducing an accreditation scheme, we are helping landlords to welcome pets with confidence. We will continue to advocate for more pet-friendly housing so that tenants in all types of rented accommodation can stay with their pets.

Success story

A little comfort at Christmas

Christmas can be an especially lonely time for people experiencing homelessness – and for their dogs.

Through our Together Through Homelessness Christmas parcel service, we partner with homelessness organisations across the UK to deliver festive parcels filled with treats, toys and warm dog coats.

These parcels make a real difference to people like Ben, who was living in temporary accommodation after experiencing homelessness for 17 years. With the support of a dog-friendly homelessness organisation, Ben was able to welcome a dog, Blue, into his life.

Caring for Blue has helped Ben build a routine and find renewed purpose: a reminder of the powerful role dogs can play in helping people through the most challenging times.

Freedom

Helping survivors of domestic abuse keep their dogs safe

For many people experiencing domestic abuse, concern for a beloved dog can be a barrier to finding freedom from abuse.

With very few refuges able to accept pets, many survivors face an impossible choice: remain at risk or leave their dog behind.

Our **Freedom** service exists to remove that barrier.

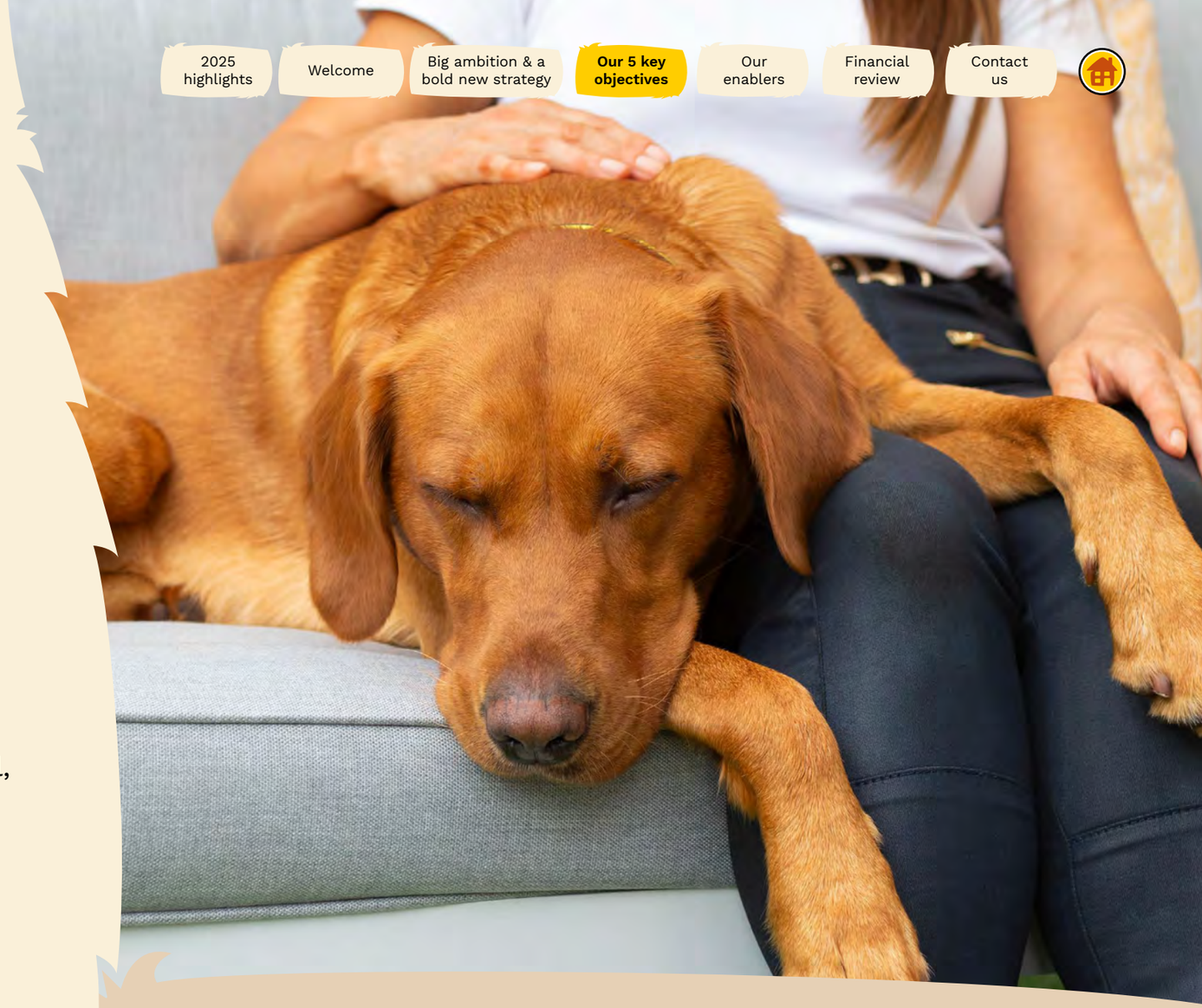
By providing free, confidential foster care, we ensure dogs are kept safe while their owners find a path to safety. Many of these dogs have also experienced abuse or have been used as a tool of coercive control, making this support vital for both people and pets.

In 2025, marking 21 years of Freedom, the service:

Fostered **403** dogs

Supported **323** people to move to safety

Reunited **318** owners with their dogs



Success story

Helena, Lilly and Daisy

For Helena, leaving an abusive relationship was made even harder by one question: what would happen to her dogs?

Her partner's shouting and controlling behaviour affected the whole family – including Lilly and Daisy.

"The dogs got me through so many dark days," Helena says. "The idea of having to give them up if I left was really difficult, but I thought that was my only option."

When Helena moved into temporary accommodation, her support worker mentioned Freedom. Her dogs were placed in safe foster care while she focused on rebuilding her life.

"It was such a relief," she recalls. "Getting updates about them made me smile and reassured me they were safe."

Knowing her dogs were out of harm's way gave Helena the peace of mind she needed to move forward, with the hope of being reunited again.

Names have been changed to protect identities.

2 Rehoming

Helping dogs find their forever homes

Every dog deserves a safe, loving home. But many of the dogs arriving at our rehoming centres today need extra care, patience and specialist support before they are ready to begin their next chapter. We're there to care for our four-legged friends until we can help them find a loving home for life.

In 2025, our rehoming teams continued to adapt to meet the changing needs of the dogs in our care. With more dogs arriving with behavioural and medical challenges, our teams are working closely with veterinary and behaviour specialists to give every dog the best possible chance of finding the right home.

Thanks to their dedication, thousands of dogs were able to start a new life with loving families across the UK in 2025.

10,023
dogs were rehomed across the UK

11,374
dogs were cared for in our UK rehoming centres

3,546
dogs were fostered in loving temporary homes

479
Underdogs found their perfect match

A new chapter for dogs in Scotland

At our West Calder centre, an exciting new chapter is underway.

In 2025, work began on a major redevelopment of the centre – a transformation that will help us care for more dogs and better support those with complex needs.

For more than 30 years, the team at West Calder has provided a safe haven for dogs in Scotland, helping over 10,000 find loving homes. But as demand continues to rise, with more owners facing difficult circumstances, the need for our services has never been greater.

The new centre has been designed with dogs at its heart. From quieter spaces for those who need time to adjust to dedicated areas for puppies, and improved veterinary facilities, every detail will help dogs feel safer, healthier and more prepared for life in a new home.

The redevelopment will also allow us to support more dogs beyond our existing capacity, ensuring we can be there for those who need us most, now and in the future.

As one of our long-standing centres evolves, it represents more than new buildings: it's an investment in the next generation of dogs and the people who love them.

> **It's an investment in the next generation of dogs and the people who love them.**

VIP supporters join senior staff at West Calder in August 2025

Fostering

Opening homes to dogs who need extra support

Our fostering network provides temporary homes for dogs who may find kennel life stressful, or who need additional care before they are ready to be rehomed. Foster carers play a vital role in helping dogs build confidence, develop new skills and prepare for their future families.

Thanks to the dedication of our volunteers, fostering continues to grow across our network, and in 2025:

3,546 dogs were fostered in the UK (↑ 10% on last year)

944 new foster carers joined our network

1,721 foster carers supported dogs in need

2,694 fostered dogs were successfully rehomed

Helping more dogs beyond our kennel capacity

To help more dogs who need us most, we are evolving how some of our centres operate.

In 2025, we began transitioning Bridgend, Ilfracombe and Newbury into rehoming centres that operate without kennel facilities, focusing instead on foster care and Homestay. Evolving how we work allows us to support dogs in home environments while expanding the number of dogs we can help beyond our fixed number of kennels.

This is an important step in ensuring we can continue to respond to the changing needs of dogs and owners across the UK.

Success story

Paul and Rosa

For Dogs Trust supporter Paul Boorman, giving a dog a home is something he understands on a deeply personal level.

Having previously adopted Buddy from Dogs Trust Basildon in 2022, Paul knew just how powerful the bond between people and dogs can be. So when he heard about Rosa through our Homestay programme – where dogs remain with their owners while a new home is found – he was keen to help again.

Rosa's journey to her new home was a smooth one. Staying in a familiar environment meant she avoided the stress of kennels, and in just over a week, she was ready to begin her next chapter with Paul.

"Every dog deserves a safe, loving home," he says. "By supporting Dogs Trust, I feel like I'm helping to create a future where no dog is left behind."

Underdogs

Giving the most vulnerable dogs a second chance

Some dogs take a little longer to find their perfect match.

Our **Underdogs** programme shines a spotlight on dogs who may need extra understanding or patience from their future families. These dogs may be older, have medical conditions, or simply find kennel life more difficult.

By sharing their stories and celebrating their personalities, we help more people see just how special these dogs can be.

In 2025, 479 Underdogs found their forever homes.

Success story

Moose: a second chance worth waiting for

When nine-month-old crossbreed Moose arrived at our Salisbury centre, life had already been difficult for the young dog. His owner had made the heartbreaking decision to hand him over due to health issues, and Moose was struggling to cope with the sudden change.

Moose found new environments overwhelming, was worried when left alone, and needed help building confidence around people and other dogs.

Our behaviour and training teams worked patiently with Moose, helping him develop new skills and overcome his fears. Volunteers also supported him with social walks and adventures outside the centre.

After more than a year and a half waiting, Moose finally met Matthew and Alina – experienced owners willing to give him the time, love and home he needed.

Veterinary care

Providing expert veterinary care

Every dog that comes into our care receives the veterinary support they need to stay healthy and prepare for their future home.

From essential vaccinations to specialist treatments, our veterinary teams work closely with behaviour and welfare experts to ensure every dog receives the best possible care.

In 2025:

22,726 vaccinations were administered to 12,180 dogs

3,650 veterinary procedures were carried out

£61,000 from our emergency fund supported 887 dogs

The joy of volunteering

Merseyside couple Alison and Jonathan have been together for 29 years. For 20 of those, they've been volunteering for Dogs Trust.

"We bonded over our love of animals," says Alison. "I'd never had a dog, so we thought about what we could do that meant we could enjoy but also help dogs, so we looked at local charities." Our Merseyside centre happened to have a volunteer event that weekend, and the rest is history.

"We quickly became obsessed with volunteering!" remembers Jonathan. "We were going to go once a week for a couple of hours, then suddenly, we're going all weekend!"

Alison and Jonathan say volunteering has given them something very special. "It's been a privilege to have met and helped thousands of dogs over the years."

Alison adds, "I call it free dog therapy. No matter how you feel when you go, your day always gets better. Dogs can lift you when nothing else can sometimes."

The couple have made a big impact on the rehoming centre too. "Jonathan and Alison are part of the Merseyside family," says Clare from our Merseyside centre. "The centre wouldn't be the same without them. They help take the pressure off a busy team who never stop."

"I would encourage anyone to volunteer" says Alison. "When I look back on my life, one of the things I will be most proud of will be volunteering with Dogs Trust."

Alison and Jonathan at Merseyside rehoming centre

3 International

Improving the lives of dogs and communities worldwide

Across the world, millions of dogs and people face challenges that threaten both animal welfare and human health. Through our international programmes, we work with governments, communities and partners to deliver sustainable, long-term solutions that protect both dogs and people.

Through our sister charity, Worldwide Veterinary Service (WVS) and Mission Rabies, we are helping to improve the lives of dogs and other animals in some of the world's most challenging environments.

Our main areas of focus are:

Rabies prevention

Rabies is a preventable disease, but tragically it still kills 59,000 people every year around the world. 99% of all cases are caused by dog bites so vaccinating dogs is the most effective way to prevent those human deaths. So far, we've vaccinated more than two million dogs worldwide.

Community education and support

We help communities to live safely alongside dogs, through education in schools and community outreach.

Veterinary training

We help upskill vets around the world so that more dogs have access to safe vet care.

Humane dog population management

In many countries around the world, roaming dogs are a significant problem. Uncontrolled breeding means puppies are abandoned to grow up on the streets. Many of these dogs are cared for by the community, but they don't always get treatment when they're ill or injured.

Through mass neutering and vaccination programmes we help dogs live healthier, better lives within their local communities.

WVS

Delivering care where it's needed most

Working across 26 countries, WVS delivers vital veterinary care, supports communities, and strengthens local veterinary systems – from emergency treatment and mass vaccination to education and training.

A key focus is building long-term, sustainable change. Through International Training Centres in countries including India, Thailand, Malawi and Ecuador, veterinary professionals are equipped with the skills and knowledge they need to care for animals in their communities. At the same time, education programmes are helping people understand how to live safely alongside dogs and prevent diseases such as rabies.

In 2025:

2.2 million dogs were vaccinated against rabies

158,647 animals were treated through veterinary care programmes

43,444 animals were sterilised to manage numbers humanely

5 million+ people were reached through education initiatives

4,907 veterinary professionals were trained

Every 14 seconds, an animal received help through the direct intervention of WVS, somewhere in the world.

Building skills and changing lives in Thailand

During a visit to a WVS International Training Centre in Thailand, our Chief Income Generation Officer Polly Bianchi saw first-hand how investing in people can transform the future for dogs.

Rather than just providing short-term care, this work focuses on training local veterinary professionals to give them the skills, confidence and resources they need to treat animals in their own communities.

In settings where access to veterinary care can be limited, this training is vital. Each vet trained goes on to help thousands of animals over the course of their career, creating a ripple effect that reaches far beyond the clinic.

For Polly, what stood out most was the dedication of the local teams. Despite often working with fewer resources, their commitment to improving animal welfare was unwavering. She said, "The change that's being created is phenomenal. You can see how the work is protecting dogs and improving lives in real time."

Mission Rabies

Protecting people and dogs from a deadly disease

Rabies is one of the world's deadliest diseases – but it is entirely preventable. Through WVS, and its Mission Rabies project, we are tackling rabies at source by vaccinating dogs, educating communities and strengthening disease surveillance. Since launching our work in Goa, India, in 2013, we have shown that a coordinated, evidence-led approach can stop this deadly disease.

This work led to a landmark moment in 2021, when Goa became the first state in India to be declared a 'rabies-controlled area', demonstrating that eliminating rabies is possible.

Today, our focus is on maintaining this success. Teams continue to vaccinate dogs along state borders, respond rapidly to outbreaks and deliver education programmes that help communities stay safe.

In 2025, volunteers returned to Goa for the first time since 2019, joining local teams and partners for an intensive vaccination drive. Travelling across communities, they worked together to protect dogs and the people who live alongside them.

In just one week, 10,025 dogs were vaccinated, helping bring us closer to a world where no one dies from rabies.

Cambodia vaccination drive

During 2025, we completed our third annual mass vaccination drive in Cambodia. WVS staff and volunteers from across Dogs Trust London joined 100+ Cambodian and international volunteers on the project. On the fourth day of the drive, teams took part in the 'Dragon Challenge', aiming to vaccinate over 10,000 dogs in one day. The final tally was an incredible 10,318 dogs vaccinated; the highest that has ever been achieved in a single day on a Mission Rabies project.

Success story

A lesson that saves lives

For many children growing up in areas where rabies is still present, a simple moment can change everything.

After being bitten by a dog, one young student remembered what they had learned during a Mission Rabies education session. Instead of staying quiet or ignoring the injury, they told an adult straight away and were taken to receive urgent medical care.

That knowledge may have saved their life.

Through our education programmes, children learn how to stay safe around dogs and, crucially, what to do if they are bitten.

By reaching children with life-saving knowledge, we are helping to protect not just individuals, but entire communities, one lesson at a time.

Dogs Trust Ireland

We are on a journey to help more dogs

Finding all dogs the best possible home

Over the year, we've looked at innovative ways to optimise our rehoming processes and support staff in moving more dogs towards their forever homes, faster than ever. In 2025:

- **859** dogs found their forever homes
- **60** dogs were rehomed through our Home Adoption initiative
- **250** dogs were cared for in foster homes
- **81** Underdogs* were rehomed
- **135** days was the average stay for dogs with more complex needs, down from 200 days at the start of the year
- **250+** dogs were in our care across our centre, hubs, foster and Homestay placements at any one time
- **2,270** surrender requests were made – an average of six calls per day.

* *Dogs who have been resident at our rehoming centre for six months or more*

Supporting and empowering dog owners everywhere

We provide owners with the tools and knowledge they need to build a strong, lasting relationship with their dogs. With 57% of Irish dog owners struggling to access professional dog services, we launched a digital training toolkit in February 2025 and our new Lead and Learn Academy in September 2025. The first course launched in the Academy was Dog Training Essentials: from Care to Coaching, aimed at aspiring dog care professionals across the country. In 2025:

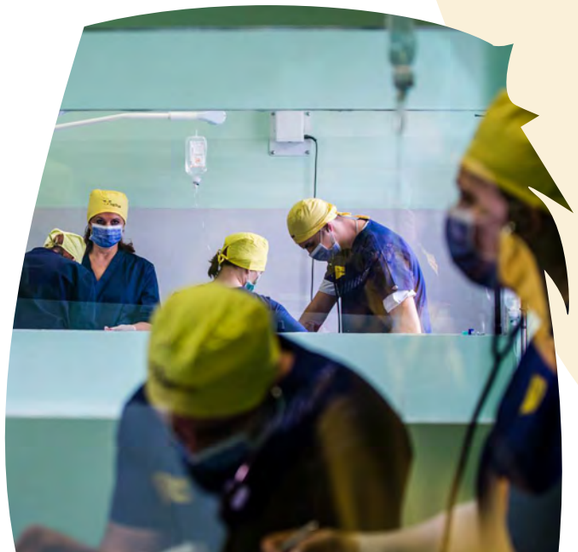
- **380** dog owners used the digital training toolkit
- **2** CPD-certified online short courses were launched in the Lead and Learn Academy: the *Five Freedoms of Animal Welfare* and *Introduction to Dog Body Language*
- **995** veterinary vouchers were used to help support owners with neutering and veterinary treatment
- **22,000+** signatures on our Renters Rights campaign to raise awareness of the lack of pet-friendly rentals.

Read
Dogs Trust Ireland's full Annual Report at dogstrust.ie

Reshaping a more ethical market

This year, we focused on renewing, establishing and leveraging relationships with political influencers both nationally and at European level, to shape legislation, policy and regulation around dog welfare and control issues. We actively participated in the Dog Control Stakeholder Group and relevant subgroups on dog breeding establishments and traceability, while also co-chairing the Education and Training subgroup. Over 2025, we collected:

- **14,712** signatures on our Kindness at Christmas campaign, calling for improvements to dog breeding legislation and guidelines
- **30,000+** responses to Ireland's Dog Census, our flagship national engagement and data-gathering campaign.



Dogs Trust Bosnia

Creating a lasting legacy for dogs and communities

After more than a decade of work in Bosnia and Herzegovina, 2025 marked an important transition.

Since 2011, we have worked alongside local partners to develop a sustainable, humane system of dog population management. Together, we've achieved significant, measurable impact:

- **85%** reduction in free-roaming dogs in Sarajevo
- **75%** reduction in reported dog bites
- Over **115,000** dogs neutered
- Nearly **500** veterinary professionals trained
- More than **470,000** children reached through education programmes.

These achievements reflect a long-term, collaborative approach focused on sustainable change.

Having built strong local capacity and systems, we are now beginning a phased withdrawal of funding, confident that local stakeholders can continue this work and maintain progress into the future.

4 Income generation

Raising money to help more dogs

None of our work would be possible without the generosity of our supporters, partners, volunteers and customers. Whether making a donation, taking on a fundraising challenge or visiting our shops, every act of support makes sure we can always be there for dogs when they need us most.

Even as the world changes, your commitment to dogs remains constant and we are deeply grateful. Together, you have raised **more than £160.6m** this year, helping us to provide care, protection and second chances to dogs across the UK and beyond.

Just a few of our 2025 highlights:

£4.7m
raised by our incredible shops

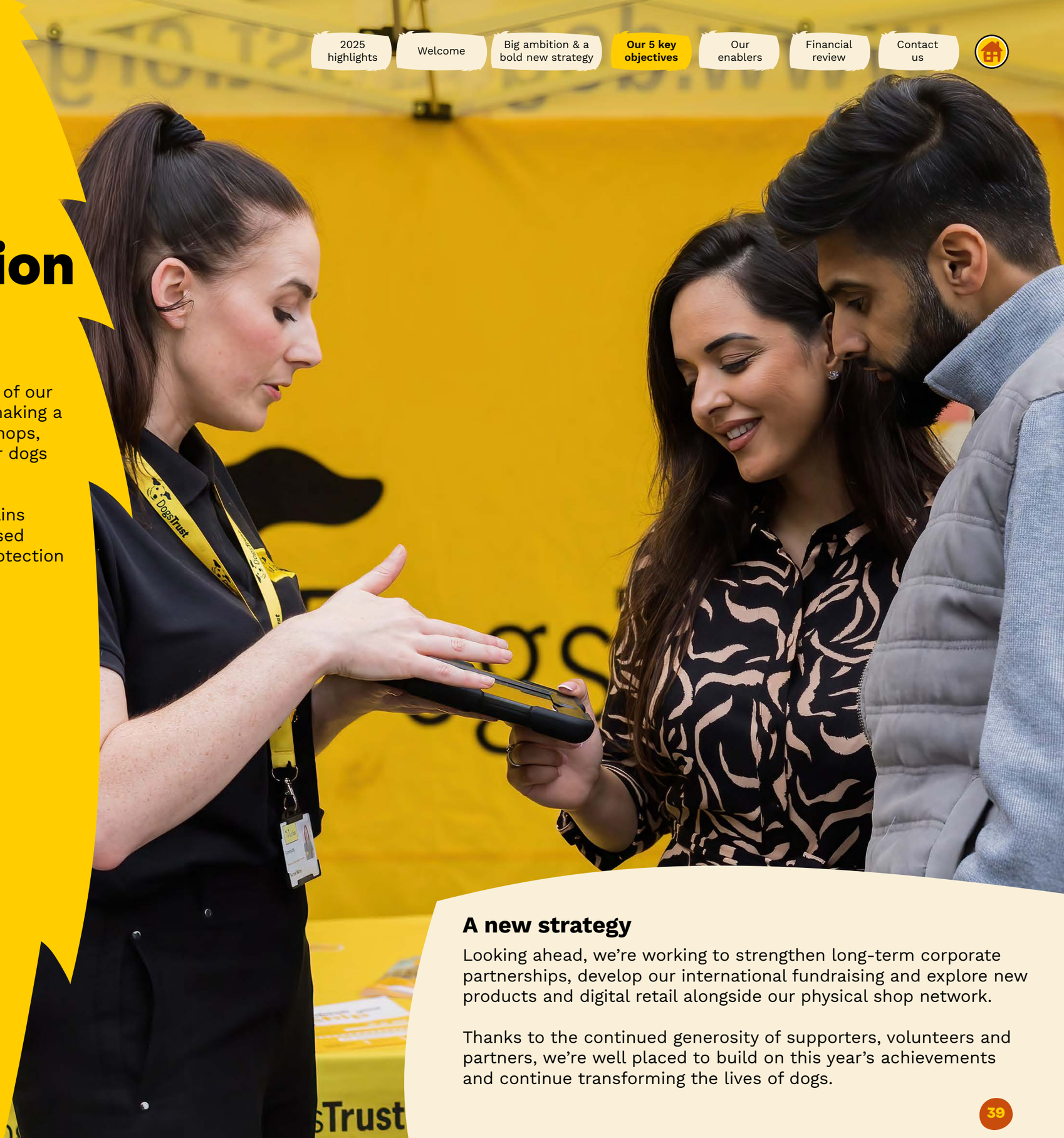
£12.5m
raised by High Value Fundraising: a record year

68,035
hours given by our wonderful volunteers

£970,000
raised through the Happy Place Christmas appeal

335,370
responses to the National Dog Survey, welcoming **84,715** new supporters

£79.0m
given in legacies, an exceptional year of generosity from our supporters



A new strategy

Looking ahead, we're working to strengthen long-term corporate partnerships, develop our international fundraising and explore new products and digital retail alongside our physical shop network.

Thanks to the continued generosity of supporters, volunteers and partners, we're well placed to build on this year's achievements and continue transforming the lives of dogs.

Helping dogs through the generosity of our supporters

In 2025, supporters once again showed extraordinary commitment to dogs, helping us continue to provide life-changing care, protection and rehabilitation.

Across Individual Giving, High Value Giving and Retail, our teams worked together to deliver strong results despite challenging conditions. With many households still feeling the effects of the cost-of-living crisis, and significant organisational change underway, teams showed remarkable resilience, maintaining vital income streams while continuing to innovate and strengthen relationships with supporters.

Individual Giving

Big-hearted support from across the UK

Our public fundraising teams help generate essential funds while raising awareness of Dogs Trust and the work we do. From award-winning campaigns to community fundraising and generous donations, supporters across the country came together to help even more dogs in 2025.

Legacies

In 2025, our legacy giving programme had a truly outstanding year, with £79.0m in legacy income. We're deeply grateful for this generosity, which gives us real confidence in the support we can look forward to as more people choose to make a lasting difference by remembering us in their wills.

Campaigns that captured hearts

Giving more dogs a happy place

It was a double celebration for our Happy Place appeal in 2025.

Not only did the 2024 campaign win the Third Sector Award for Best Fundraising Campaign, but the 2025 appeal also smashed its target, raising more than £970,000 to support dogs in need.

Door drops and inserts generated more than 6,000 responses and £150,000 in donations, exceeding expectations by 40%. The campaign also saw a significant shift towards online giving, with more than 1,000 supporters donating via the campaign webpage – around 10 times the typical number.

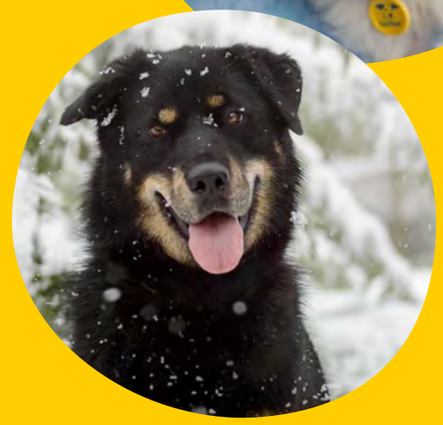
Alongside raising crucial funds, the campaign improved brand awareness by 4%, the biggest jump since tracking began in 2017.

Cold Christmas Cash Appeal

This was one of our most successful cash appeals in recent years, generating 7,100+ responses and £184,000 in income, significantly exceeding expectations.

Winter Raffle

Our raffle raised £475,000, with growth driven by new initiatives including the Fast Reply Draw, refreshed prizes and the largest jackpot to date at £15,000.



Sponsor a Dog TV Campaign

During the campaign window, sign ups increased by 27% and website sessions rose by 72%.

Stepping up (and out) for dogs

More than 1,500 supporters across the UK signed up to our 99k for Canines walking challenge, pledging to walk 99km during February, with or without a dog.

With fundraising incentives and strong community spirit, the challenge raised over £80,000, making 2025 a record year for the event.

Leading the pack was supporter Nuala Gallagher and her dog Teddy, who raised an incredible £1,562 while walking an impressive 386km.

Face-to-face fundraising

There's nothing quite like human connection when it comes to building strong and lasting supporter relationships.

In 2025, we launched a new street fundraising strategy in partnership with agency OneSixty, whose teams are helping introduce more people to Dogs Trust and inspire them to support our work.

We also celebrated the extraordinary dedication of one of our face-to-face fundraisers, who has raised an incredible £500,000 for us over the years.

Supporter stewardship

Doris's story

In 2025, the Supporter Stewardship team spoke with thousands of supporters – including 2,000 in February alone – who wanted to share their love of dogs and the reasons they support Dogs Trust.

One such supporter was Doris, who called to make a donation after receiving a Valentine's update from her sponsor dog. Doris, now in her late 80s, lives alone and has been supporting us since 2015.

After learning about her love of animals and her lifelong companionship with dogs, the team sent Doris a small thank-you gift. She later called back to say how much it meant to her, telling the team that Dogs Trust makes supporters feel "not just like a number".

Stories like Doris' remind us that we're not only a charity for dogs: it is also a community of people who share a deep love for them.

High Value Giving

A year of transformational donations

2025 was a record-breaking year for High Value Fundraising, with an incredible £12.5 million raised.

This is the highest total ever achieved and a significant increase on the previous record of £10 million. It reflects the continued growth of our major donor programme, stronger corporate partnerships and long-term relationships with supporters who share our commitment to improving dog welfare.

Lead The Way campaign

Our Lead The Way campaign played an important role in this year's success. Thanks to the extraordinary generosity of our supporters, we have now raised £15 million in gifts and pledges, taking us halfway towards our overall target.

Supporters who make significant gifts join the Leaders Circle, becoming part of an exclusive group of Pioneers, Patrons and Champions. Through personalised updates, centre visits and special events, they get to experience the real-world impact of their donations.

Money raised is already transforming our rehoming centres. In 2025, we:

- Made great progress on Phase 1 of the West Calder rebuild, fully funded by Leaders Circle donors.
- Finalised designs for Phase 2 of the West London renovation, with just £600,000 left to raise before we can begin the building work.

The campaign is also helping us expand our 'beyond kennels' rehoming programmes, helping more dogs find homes through fostering and Homestay.

£15 million
raised in gifts and pledges

£500,000
gifted by one of our closest supporters for fostering expansion

£1 million+
raised towards the West London redevelopment – well on the way to our £1.6m target

4,600 dogs
our target for rehoming through fostering and Homestay by 2027

A record-breaking gift for dogs in Scotland

In 2025, we received a transformational £1.3 million donation from The John William Hay Charitable Trust – the largest grant ever given to support our work in Scotland.

This extraordinary gift is helping fund the rebuild of our West Calder centre, which we're transforming into a world-class rehoming centre with the latest advances in kennel design and dog welfare. It follows previous pledges of over £78,000 from the Trust, which have supported our work across Scotland.

Nick Barclay, Trustee of The John William Hay Charitable Trust

"As an avid dog lover, we believe the late John Hay would have been pleased to know his generosity would transform the lives of so many dogs in Scotland. This donation represents a long-term legacy in memory of our late founder."

A legacy of love for Leeds

In 2025, our Leeds rehoming centre received a £100,000 in-memory donation from a supporter who had built a relationship with Dogs Trust over many years.

Following careful stewardship by the fundraising team, the supporter also pledged a £500,000 legacy gift, ensuring their love of dogs continues to help animals in need for years to come.

Gifts like this play a transformational role in enabling us to plan for the future, supporting the care and rehabilitation of dogs for generations.

A winning start to the year for Darlington

The year also began with celebrations at our Darlington rehoming centre, which was awarded an incredible £100,000 by Postcode Lottery.

The award was made through the Postcode Community Trust as part of the Millionaire Street £1 Million prize shared by neighbours in a nearby winning postcode.

The good news didn't stop there, as Loughborough rehoming centre also benefited from a £30,000 award through Millionaire Street over the summer.

The funding will help support the team's work rehabilitating dogs ready for rehoming and supporting local dog owners. Congratulations to Darlington and Loughborough, and huge thanks to players of Postcode Lottery who made this possible.

Carols for a cause

One of the highlights of the year was the seventh annual Carol Concert, bringing together major donors, partners and celebrity supporters for an evening celebrating Dogs Trust's work.

The event was hosted by Clare Balding CBE, with readings from Andrew Cotter, Sir Tony Robinson and Trinny Woodhall, alongside appearances from several of our high-profile Ambassadors. The VIP turnout helped raise awareness of our work through interviews and social media, expanding its reach and visibility.

VIP relations

During 2025, we were delighted to be supported by 68 celebrities, all of whom gave up their time to attend fundraising events, generate press coverage and promote our work.

Their support was given across all four countries in the UK and included two celebrities opening new charity shops, four being interviewed about Dogs Trust on ITV show *Good Morning Britain*, eight adopting a dog and 36 visiting our rehoming centres.

Our VIP Ambassadors gave a particularly high level of support: launching a dog training podcast, travelling to see our work overseas, fronting a TV show based in our rehoming centres and introducing us to their contacts.

Rachel Daly

Royal support

At the end of 2025, we were invited by our Royal Patron, His Majesty The King, to invite a few supporters to a Carol Concert at Westminster Abbey, organised by H.R.H. The Princess of Wales. To represent our rehoming work, two supporters who had adopted or fostered a dog attended, alongside two members of staff.

Suranne Jones

Aimee Lou Wood

Retail

Community support on the high street

Our shops play a vital role in raising funds, while also helping to reduce waste through the reuse of pre-loved items.

In 2025, retail income reached £4.7 million, exceeding both our target and the previous year's performance.

Top of the shops

Shops across the country continued to perform strongly. Winchester was the highest-earning shop, generating £236,377, while Deal followed closely behind, with £224,526, after relocating to a new high street location.

Christmas trading was particularly successful, with shops generating £858,403 over the last three months of 2025 and £381,291 in December alone.

Seasonal favourites proved especially popular, with 13,500 packs of Christmas cards sold, alongside 200 of the dog toys featured in our Happy Place TV advert.

Small everyday actions also made a difference. Our new round-up donation feature at tills raised more than £10,000, showing how quickly small acts of generosity add up.

Powered by our community

The success of our shops depends on the generosity of communities and volunteers.

In 2025, supporters donated more than 185,000 bags of items, while volunteers contributed an impressive 68,035 hours helping to run shops across the UK.

Thank you for supporting Dogs Trust in such a way – we couldn't do it without you.

5 Brand

Building a community of dog lovers

Our brand plays a vital role in helping us create a better life for every dog. By raising awareness of our work, telling powerful stories about the dogs in our care, and influencing policy that improves dog welfare, we can reach more people who want to support dogs in need.

In 2025, our Marketing and Communications teams continued to strengthen Dogs Trust's reputation as one of the UK's leading voices for dogs. Through national campaigns, digital storytelling, broadcast partnerships and policy engagement, millions of people connected with us and the dogs we support.

Together, these efforts ensure that more dogs find the care, protection and loving homes they deserve.

A year of strong engagement

2025 at a glance

15.2m
website users,
a 21% increase year on year

10.8m
social media engagements
across Dogs Trust channels

1.4bn
PR reach
through media coverage

2.7%
uplift in brand awareness

Top 10
charity brand,
moving from 12th to 8th in the Charity Brand Index

Four
major legislative changes
influenced through campaigning

90% of staff
accessed our intranet,
the Pawtal, in particular the Change Hub

The power of a great story

One of the most important ways we build awareness is through storytelling – sharing the journeys of the dogs in our care and the people who help them.

In 2025, millions of people engaged with these stories across social media, digital platforms and national media coverage.

Some of the most memorable moments came from content created in our rehoming centres and shared with audiences around the world.

'Hot weather advice' was the most popular campaign themes (1,349 mentions), accounting for 6% of total coverage, driven by widely syndicated headlines such as "it's too warm to walk your dog".

'Fireworks' followed (512 mentions; 2%), boosted by repeatable "plan ahead" messaging ahead of autumn celebrations.

Giving five Jack Russells the start they deserve

In July 2025, police seized five tiny Jack Russell pups at a car boot sale and brought them to our Harefield centre. Thought to be around four weeks old, the 'Biscuit Pups' – Dodger, Jammie, Jaffa, Bourbon and Custard – soon settled in and we cared for them while they got ready for their new chapter. Their story caused a huge stir, with over 8 million Facebook impressions and more than 8,500 comments. We're delighted to say that all five were matched with existing applicants and are now in their forever homes.

Helping Chive find a happy ending

When Chive, a deaf dog looking for a home, appeared in a short social media video, audiences instantly fell in love.

The video quickly went viral, reaching millions of viewers across Instagram and TikTok, while a related press story helped bring national attention to Chive's search for a home.

Thanks to this wave of public support, Chive soon found his forever family.

Stories like Chive's show how powerful storytelling can be — not only raising awareness of Dogs Trust's work but helping individual dogs find the happy endings they deserve.

Underdog Flash

Underdog Flash found his happy home after 1,116 days in our care. We shared a rehoming appeal when it was Flash's birthday and it had so much media and social media coverage that his new owners spotted him on the local news, which led to him finding his perfect home.

Spreading love through the Happy Place campaign

Our Happy Place campaign became our biggest brand moment of the year.

At its heart was a TV advert telling the story of Daisy and her beloved dog Buddy, celebrating the joy and companionship dogs bring to our lives. The advert aired nearly 4,000 times on television, reaching millions more viewers through video-on-demand services and cinemas.

The campaign captured the imagination of audiences and media alike. Commentators including the BBC and The Sunday Times praised it as one of the best Christmas adverts of the year, while System1 ranked it the best-performing charity advert of the year.

Supported by nationwide outdoor advertising, digital campaigns and influencer partnerships, the campaign delivered a significant impact on brand awareness. Spontaneous awareness of Dogs Trust increased from 29% to 33%, the largest single uplift recorded since tracking began in 2017.

From screen to forever homes

The popular series *Pete Wicks: For Dogs' Sake* returned with two further series and a Christmas special, giving viewers a behind-the-scenes look at life in Dogs Trust rehoming centres.

The programme proved hugely popular, becoming U&W channel's highest-rated unscripted debut since 2016 and winning Best Popular Factual Programme at the Broadcast Digital Awards.

More importantly, the show helped inspire action. When the first series was broadcast, we saw a 30% increase in adoption applications, a surge in donations and a significant rise in visits to rehoming centre pages online. The impact continued when the second series aired in autumn; October saw our highest number of adoption applications on record, contributing to an overall increase of almost 20%, alongside increased footfall at our centres.

By sharing the real stories of dogs and the dedicated teams who care for them, the programme helped millions of viewers better understand the work that goes into finding every dog their happy place.

Greatest Hits Radio

Our partnership with *Greatest Hits Radio*, through Ken Bruce's Underdogs segment, has also delivered brilliant impact, helping shine a national spotlight on our dogs looking for homes. Of the six dogs featured so far, four have already found happy new homes.

Pete Wicks filming at Kenilworth

Internal communications

Supporting our people through change

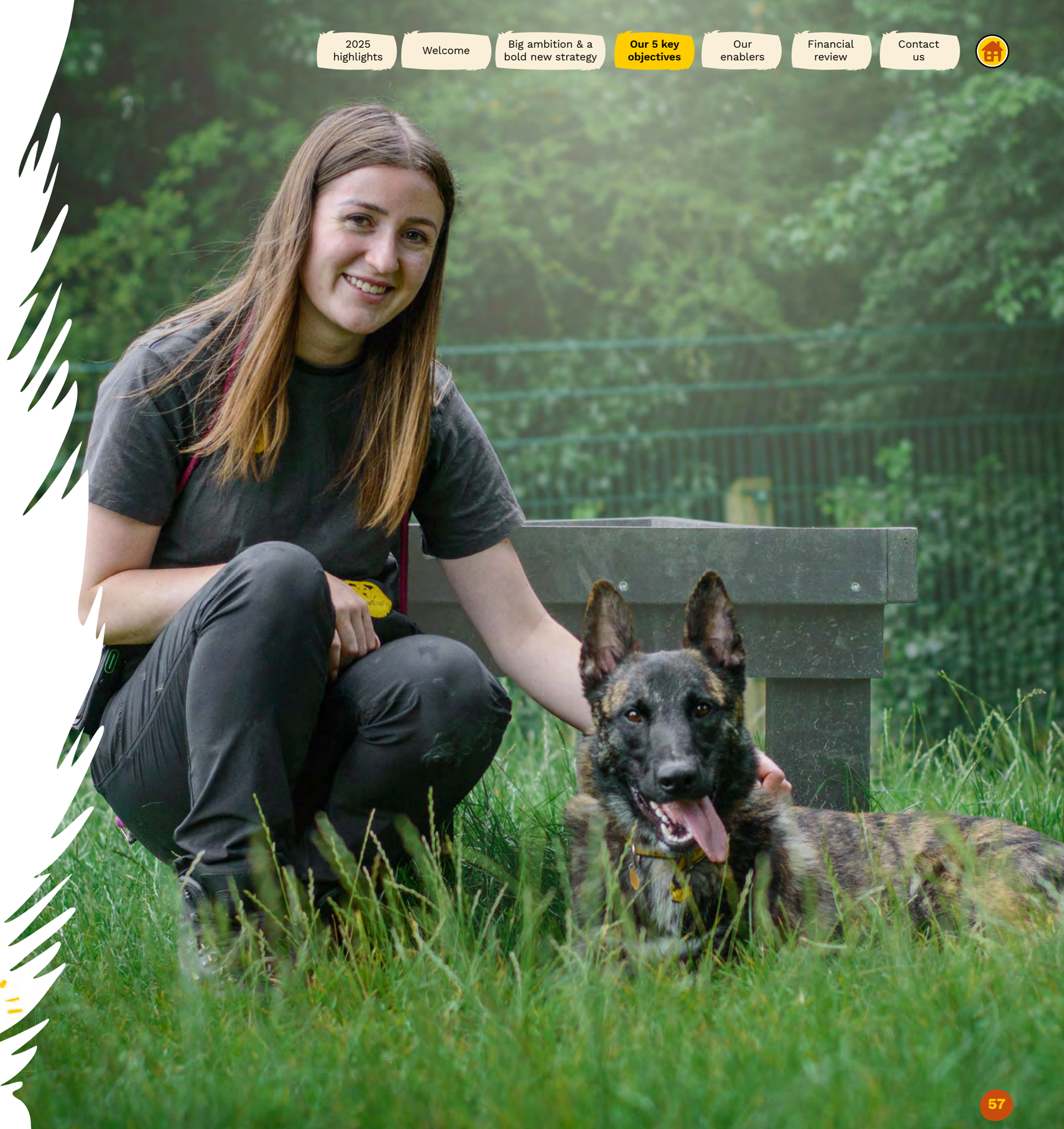
Alongside external campaigns and communications, 2025 also saw a major focus on supporting colleagues through a period of significant organisational change.

The Change Hub on the Pawtal became a central source of information for colleagues, helping ensure that updates were shared clearly and consistently across the organisation. During the busiest period of change communications, the Hub received more than 102,000 views, making it the most visited area in the history of the Pawtal.

Engagement with the platform was high. More than 1,800 colleagues used the Pawtal during March and April; leadership broadcasts from CEO Owen Sharp helped colleagues hear directly from senior leaders, generating over 10,000 views across the year.

Crucially, the communications helped colleagues understand why changes were necessary. Internal surveys showed that 76% of colleagues understood the reasons behind the changes, a strong result during what was an understandably challenging period for many.

By providing clear updates, leadership messages and opportunities for colleagues to stay informed, the Pawtal helped ensure that communication during this time remained open, transparent and supportive.



Policies

Speaking up for dogs: turning awareness into action

As well as raising awareness, we work to improve the lives of dogs by influencing the laws and policies that affect them.

In 2025, after more than a decade of campaigning, the **Animal Welfare (Import of Dogs, Cats and Ferrets) Bill** finally passed into law.

This landmark legislation introduces new measures to tackle puppy smuggling, including:

- Raising the minimum age at which dogs can be brought into the UK
- Banning the import of heavily pregnant dogs
- Prohibiting the import and sale of dogs with cruel mutilations such as cropped ears
- Introducing stronger penalties for illegally importing dogs

More than 100,000 supporter actions helped drive this change, demonstrating the power of collective campaigning.

Across the UK, Dogs Trust also engaged with policymakers to support further animal welfare improvements, contributing to legislation including the **Renters' Rights Act, the Housing (Scotland) Act and the Dog Theft (Scotland) Bill.**

These achievements show how raising awareness can lead to real change for dogs.

Our enablers

Working behind the scenes at Dogs Trust

Behind every success story is a huge amount of work that people rarely see.

From supporting colleagues and volunteers, to improving customer journeys, strengthening our digital tools and finding smarter ways to work, these teams help make everything else possible so more of our time, energy and resources can reach dogs when they need us most.

In 2025, they helped steer Dogs Trust through a year of major change while continuing to build for the future.

People and culture

Powered by our people

As we reshaped parts of the organisation to better align with our new strategy, we supported our people with care and practical help.

Throughout this period, we focused on being open and transparent, helping colleagues understand why changes were needed and how they would help us have a greater impact for dogs. We worked to equip people with the tools, information and support they needed to navigate change, while creating space for questions, conversations and feedback at every stage.

More than half of colleagues affected were redeployed into new roles, helping retain valuable skills across the charity. We delivered an extensive programme of support sessions, from CV writing and interview skills to sessions helping managers support their teams through the change.

Even during a challenging year, the Dogs Trust spirit was apparent. In our 2025 Your Say survey, 76% understood why changes were needed and managers were seen as a great source of support.

Our year in numbers

5,287
individual learning attendances

347
training sessions delivered

2,753
colleague recognition messages

2,700
volunteers across Dogs Trust

Supporting each other's success

Recognition and inclusion continued to grow. Our seven colleague networks provided support and connection, while new EEDI learning was launched for managers and colleagues.

On top of that, thousands of peer-to-peer messages were given out, celebrating colleagues living our values every day.

- **41 Outstanding Impact awards**, nominated by heads of department
- **85 Dogs Trust Way awards**, nominated by colleagues and team managers
- **2,753 You're Pawsome** messages posted on the Pawtal.

A new vision for volunteering

We are lucky to have around **2,700 volunteers**, whose impact is felt across every part of Dogs Trust. In 2025, we appointed our first Head of Volunteering and appointed four team members to implement a new volunteering strategy. This will make sure volunteers feel like an integral part of our organisation, by focusing on:

- **Core processes:** laying the foundations of our programme and sourcing a new volunteering management system
- **Culture:** upskilling and recognising our teams who enable volunteering
- **Roles:** new ways we can engage our incredible volunteers

The vision was crowdsourced through two workshops that included volunteers, Trustees, the Executive Team and employees at all levels. This made sure it aligned with both the wider Dogs Trust strategy and the needs of the volunteers themselves.

The volunteer story is already a positive one:

- **86%** engagement score
- **92%** would recommend Dogs Trust as a place to volunteer.

With our new strategy, we're laying the foundations for a stronger, more connected volunteering experience in the future.

Customer centricity

Working for dogs and their humans

Dogs Trust is a dog charity, but everything we achieve for dogs is powered by people. That's why customer centricity matters so much to us. It means designing our services, systems and communications around the real experiences of adopters, dog owners, supporters, fosterers, volunteers and colleagues: the wider Dogs Trust community.

2025 was an early but important year in this work. While some of the bigger strategic changes will take shape in 2026, we began making practical improvements to journeys and services so that people can access what they need more easily.

Customer journeys

Streamlining our services

Putting people at the heart of Dogs Trust is about recognising that every meaningful outcome for dogs depends on people having a positive, clear and supportive experience with us.

In 2025, we took important steps towards making that experience more consistent, more connected and more helpful.

This included:

- A new triage and booking journey for behaviour services
- Improved FAQs and digital user experience
- Five new automated journeys to support service delivery
- New online education for children.

Education services

Online education goes live

As part of our organisational change, we made the difficult decision to close our community engagement programmes, including our schools programme. In its place, we launched a new online education offer, expanding access to vital dog welfare learning for young people. Designed for children aged 7–11, four self-led video sessions and accompanying resources help teach safe, responsible behaviour around dogs.

Available anytime for schools, families and groups, this flexible approach, focused on digital engagement channels, means we can reach more children and inspire the next generation of dog lovers.

Internal processes

Making it easier to get things done

Changes to finance systems and purchase order processes helped make everyday tasks easier for colleagues, reducing friction and improving internal customer service.

When internal systems work better, teams can spend less time navigating processes and more time focused on dogs and the people who need us.

There were also early signs of a more joined-up, insight-led approach. Audience segmentation and digital journey work helped shape adoption and fostering communications, while customer journey specialists joined the organisation to build the foundations for future improvements.

Digital, data and technology

Leaping forward using technology

Technology touches every part of what we do, from tracking a dog's journey through our centres to engaging supporters or delivering training worldwide. Used well, it helps us work faster, smarter and more effectively.

2025 marked the fifth year of our IT Transformation Programme. While work is still going on behind the scenes, we made progress towards our end goal of a more efficient and connected system.

Stepping up security

We know the critical importance of protecting our operations, stakeholders and reputation, and a key focus of 2025 was strengthening information security.

We invested in new protective software and stronger out-of-hours support to better safeguard our supporter, volunteer and employee data. This included introducing a 24/7 Security Operations Centre in partnership with BT, improving our ability to detect and respond to threats in real time.

Our approach is guided by industry-recognised frameworks and is regularly reviewed to keep pace with the evolving threat landscape. We're continuing to invest in our people, processes and technology, supported by ongoing staff awareness and independent assurance.

While much of this work is invisible, it is essential to maintaining trust and resilience. Our security is now rated at 74% by Microsoft Defender. With 80% considered excellent – and the wider sector typically around 40-50% – this represents strong progress and a significant step forward for Dogs Trust.

Oversight of cybersecurity risk is fully integrated into our wider risk management framework, with regular reporting to the Board of Trustees.

Research

National Dog Survey

Insights from dog lovers across the UK

Each year, our National Dog Survey asks people about life with their dogs. The insights help us understand the joys and challenges of dog ownership across the UK, so we can shape our services to support dog owners at every stage.

In 2025, the survey generated:

335,370 responses

84,715 new supporters

£29,107 total donations

One respondent summed up the bond many of us share with our dogs:

“”

He brings a smile to my face every day without fail. Watching that tail wag whilst out on walks gives me pure happiness. There is nothing I wouldn’t do for that special furry idiot!

Keeping up to date with dogs

Our data helps us keep our finger on the pulse of the latest knowledge about dogs and their welfare. It shapes the way we support dogs, owners, communities and policy makers, and fuels our campaigns, communications and fundraising.

By looking at the bigger picture and gathering evidence on a large scale, we can measure impact and identify places for improvement.

Learning from every adoption

It’s now five years since we launched our Post Adoption Welfare Study (PAWS), designed to help us better understand adopter experiences and improve the care, support and rehoming journeys we offer every dog. We now have over 19,000 participants who have completed 58,000 surveys, including more than 500 four-year surveys from adopters who joined us from the start.

Generation Pup: reaching 10,000 puppies

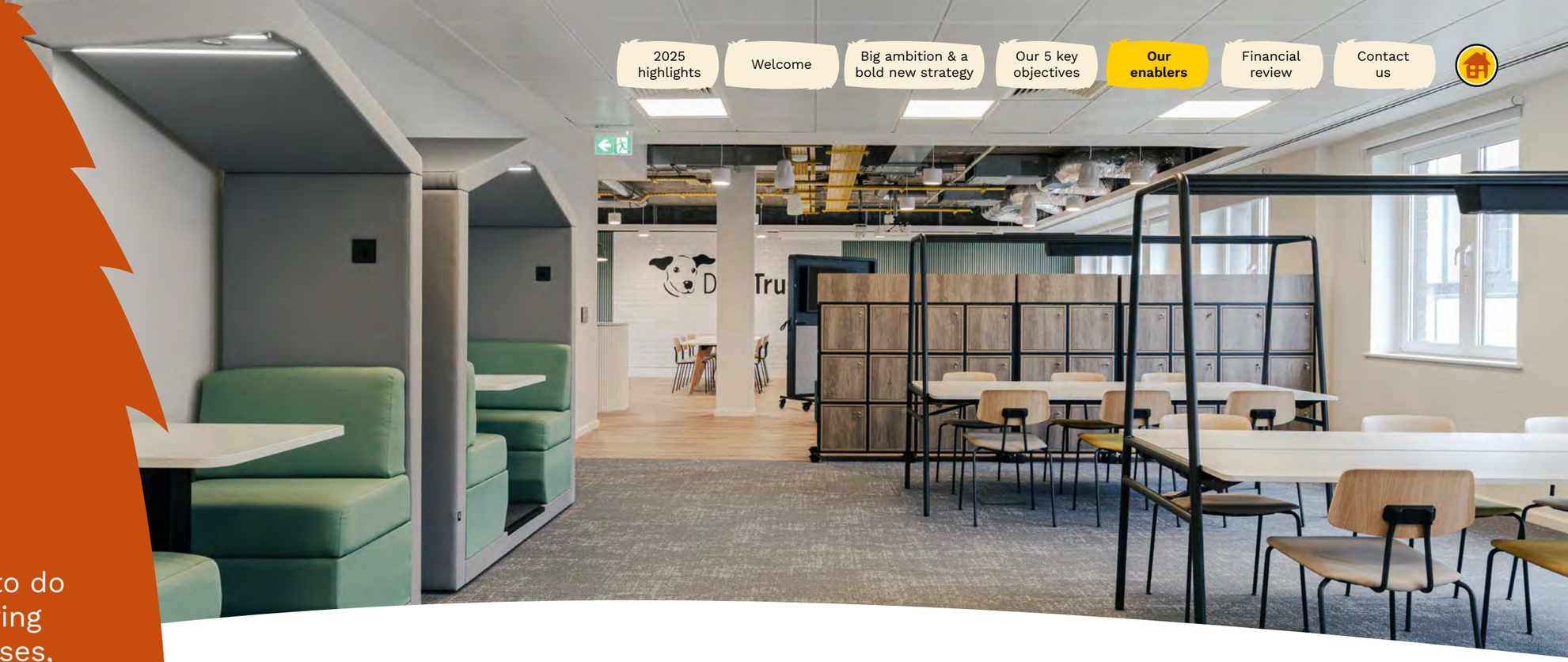
In 2025, Generation Pup reached a major milestone by welcoming its 10,000th puppy, a lively Springer Spaniel called River.

This long-term study follows dogs from the UK and Ireland throughout their lives, helping us understand how dogs’ genetics, early experiences and environments shape their health and behaviour. It’s already delivering real impact:

- **17** research papers published
- **300+** academic citations
- Findings shaping advice, campaigns and services.

By improving our understanding, we can help build a better future for dogs, now and in the future.

River



Working smarter, together

Every improvement we make behind the scenes helps us to do more for dogs. From simplifying systems to improving processes, greater efficiencies allow us to focus more time and resources where they matter most.

Our big move

In 2025, we made a major change to help optimise our resources – a move to a new London office. Since the pandemic, we've seen a shift to hybrid working which meant we no longer needed two large offices. We also wanted to create a more flexible and collaborative environment for our teams.

The most financially viable and straightforward way to meet these two changing needs was to sell Clarissa Baldwin House and renovate the other building, now known as Dogs Trust House.

The move is already delivering benefits:

- **£9.3 million** generated from the sale
- Improved building use, increasing from **38% to 64% utilisation**
- **Reduced ongoing running costs,** including energy, security and overheads
- **A more flexible, modern workspace** designed around collaboration.

Colleagues played a key role in shaping the new office. A group of Design and Change Champions from across Dogs Trust helped inform the layout and design, ensuring the space works for the people who use it every day.

The result is a workplace built for how we work now. Flexible desks, meeting rooms, a digital post room and open collaborative spaces – including a well-used top floor – are already helping bring teams together and support more joined-up working.

Feedback from colleagues has been overwhelmingly positive, with many highlighting how the new space supports collaboration, connection and creativity.

In recognition of their work delivering this transformation, the Facilities team received numerous Outstanding Impact Award nominations from across the organisation – a testament to the care and effort that went into making the move a success.

Sustainability Report

Streamlined energy and carbon reporting (SECR)

Reporting period - January 1st to December 31st 2025

Carbon use

Source category:	2025	2024
	(reporting year):	(previous year):
Scope 1 emissions (tCO2e)	1,460 (-9%)	1,600
Scope 2 emissions (tCO2e)	516 (-20%)	642
Scope 1 & 2 total emissions (tCO2e)	1,976 (-12%)	2,242

Carbon intensity

2025 (reporting year) = 1.4 tCO2e per employee (-21%)
2024 (previous year) = 1.8 tCO2e per employee

Energy use

2025 (reporting year)
10,735,602 kWh (-11%)

2024 (previous year)
11,998,019 kWh

When direct consumption data was unavailable, the following estimation methods were applied:

- Electricity consumption was estimated based on building surface area using industry benchmarks
- Gas consumption was estimated based on building surface area using industry benchmarks
- Fuel consumption from cars in litres was converted to kWh using Defra guidelines
- Biomass (mt) and LPG (l) were converted into kWh using the SECR conversion calculator.

Energy saving

We undertook the following energy efficiency measures during the year:

- Installed air source heat pumps at Basildon, Canterbury, and Kenilworth rehoming centres
- Switched existing mixed electricity tariff for sites to a 100% REGOs renewable energy tariff
- Started the process of decarbonising our laundry operations through Washco partnership
- Submitted ESOS Action Plan Progress Update 1 detailing the measures taken in the year.

Methodology

We have employed the services of a specialist adviser, Greenly, to quantify and calculate the GHG emissions associated with our operations for the reporting year and to recalculate the previous year. The following methodology was applied by Greenly in the preparation and presentation of this data:

- The Greenhouse Gas Protocol published by the World Business Council for Sustainable Development and the World Resources Institute (the “WBCSD/WRI GHG Protocol”)
- Appropriate emission factors, sourced from UK GHG CONVERSION FACTORS & MITECO were applied to data provided by Dogs Trust to calculate GHG emissions, expressed in tonnes of CO2 equivalent (tCO2e)
- Scope 2 reporting method – application of location-based method for electricity supplies
- Appropriate energy conversion factors were applied to data provided by Dogs Trust to calculate energy usage, expressed in kilowatt-hours (kWh).

You can read more about our work throughout the year in the **2025 sustainability report**. We have more work to do to become as green as we are yellow, but we’re thrilled with our progress so far.

Thank you

Thank you to everyone who makes this work possible – our supporters, partners and funders, our dedicated staff and volunteers, and the fosterers and adopters who open their homes and hearts to dogs in need. Together, you are helping create a better life for every dog.

Support us

If you'd like to find out more about Dogs Trust and how you can get involved – whether through donations, fundraising, volunteering or in other ways – visit us at **dogstrust.org.uk/support-us**

Thank you to our lead supporters

Our lead supporters help us transform dogs' lives. A heartfelt thank you to the many leaders – including individuals, trusts and foundations, and corporate partners – who have made our work possible this year.

The A&R Woolf Charitable Trust

Champion of the Dogs Trust Leaders Circle

The A&R Woolf Charitable Trust has been a loyal supporter of our work for many years, and has been vital in enabling us to fulfil our mission of helping dogs when and where they need it most. Most recently, their support has contributed significantly to our Lead The Way campaign, funding projects such as the redevelopment of our Harefield rehoming centre in West London.

Andrew Rose, trustee of The A&R Woolf Charitable Trust, said: "We're proud to support Dogs Trust's vision of a better life for every dog. It's been great to see how our support has benefited so many dogs in their care, and we're very pleased to play a part in this important work."

The Brindle Foundation

Patron of the Dogs Trust Leaders Circle

In 2025, The Brindle Foundation made a transformational gift to Dogs Trust, backing our new strategy to help more dogs and dog owners than ever before. Thanks to this support, we have already made significant changes to how we work, developing our fostering capacity, integrated behaviour services and our infrastructure in our older centres. We are incredibly grateful to the Brindle Family Foundation for their commitment to helping us forge a new path: one which will enable us to meet the challenges we face today and those we will face in the future.

Janet Collinson

Champion of the Dogs Trust Leaders Circle

A long-standing advocate of Dogs Trust and lifelong dog owner, Janet Collinson has generously supported our work in Cumbria. Alongside sponsoring a dog for many years, she has taken a keen interest in the Penrith Centre and development of the new community hub in the town centre.

Janet recognises the importance of the hub and its potential to increase fostering and rehoming opportunities across the region and beyond. Her ongoing relationship with the Penrith team reflects a deep commitment to improving outcomes for dogs in need and strengthening Dogs Trust's presence within the local community.

Janet said: "I'm proud to support Dogs Trust in Penrith and the vital work they do to give dogs a second chance at happiness. It's incredibly rewarding to see fostering grow across Cumbria in recent years. I am delighted to have played a small part in that progress and I look forward to seeing the new community hub build on this success and help even more dogs to find loving homes."

The John William Hay Charitable Trust

Pioneer of the Dogs Trust Leaders Circle

In 2025, we were thrilled to receive a record £1.3 million gift from The John William Hay Charitable Trust towards our Lead The Way capital campaign. This transformational donation was made to the West Calder rehoming centre redevelopment, where the first phase of construction is now well underway.

Corporate partners

We enjoyed some fantastic partnerships with well-known brands this year, which helped us care for dogs and champion dog welfare. These included:

Postcode Lottery

Our long-standing support from Postcode Lottery players continues to have extraordinary impact, with their vital and generous funding – totalling over £30 million by the end of 2025 – contributing to every area of our work across the UK, and helping us give thousands of dogs every year the happy futures they deserve.

Bloomberg

Our partnership with Bloomberg entered its fourth year in 2025, supporting our Together Through Homelessness Christmas initiative and providing essential dog items to owners experiencing homelessness.

Hush Puppies

Hush Puppies kindly donate 10p + VAT to Dogs Trust for every pair of school shoes sold, whilst helping children build safe, respectful relationships with dogs and offering practical advice for parents and carers.

We are also incredibly grateful to our Payroll Giving donors, whose regular donations through their payslip help us to be there for every dog that needs us, today and in the future.

Butternut Box

Butternut Box is generously supporting one of Dogs Trust's overseas programmes, a large-scale Catch, Neuter, Vaccinate and Return (CNVR) initiative delivered in partnership with the Soi Dog Foundation in Chonburi, Thailand.

Dogs Trust and Butternut Box have a shared purpose to build a safer and healthier future for millions of dogs around the world. Our impactful partnership is helping to drive significant change for dog welfare, particularly for free-roaming dogs in Thailand.

This work not only reduces suffering caused by disease and injury, but also brings long-term population stability, decreases the risk of rabies transmission, and strengthens the relationship between dogs and the communities they live in.

Petplan

We have continued working with long-term partner, Petplan, to give dogs the best possible start in their new homes. Through our partnership, Petplan has provided over 9,000 dogs with four week's free cover in 2025, offering vital peace of mind as they settle in with their new families.

Trainline

We launched our partnership with Trainline to promote safe rail travel for dogs, providing practical advice and resources to ensure a positive experience for both dogs and passengers.

Lily's Kitchen

Dogs Trust and Lily's Kitchen began working together in 2020, brought together by a shared belief that every dog deserves a happy, healthy life. Since then, our partnership has grown into a creative and caring collaboration, with Lily's Kitchen supporting all areas of our work that helps dogs across the UK.

The Little Dog Laughed

We partnered with The Little Dog Laughed to create the award-winning book *A Dog's Life*, sharing touching tales of Dogs Trust rescue dogs, alongside 50 original watercolour illustrations by artist and co-founder Anna Danielle.

Slumberdown

We are delighted to be supported by Slumberdown. Their generous donation from sales of the Paws for Slumber range helps support the dogs in our care.

Pets at Home

Since 2012, Pets at Home has supported more than 100,000 dogs in our care. Their generous provision of Wainwrights dry food has ensured dogs in our rehoming centres are well fed during their stay. Pets at Home also provide a 2kg bag of Wainwrights for adopted dogs to take to their new home, helping with a smooth transition.

Thanks to the generosity of Pets at Home and their Pets Club members (formerly VIP Club), we've been able to offer our dogs a wide range of enrichment, toys and essential supplies while they wait to find their forever homes. This vital support is made possible through the wonderful Lifelines voucher scheme and the members who support us.

Governance

Public benefit

Our mission is to be there for dogs when and where they need us most. With the help of thousands of supporters and volunteers, we do this by helping dogs and owners live better together, finding dogs a forever home, and creating a better world for all dogs.

As a nation of dog lovers, we know what a difference a dog makes. A four-legged friend can bring so much to our lives, and help us feel happy, healthy, and fulfilled. That's why we do everything we can to keep dogs safe and happy with their owners.

Our contributions towards public benefit (as defined by the Charity Commission) are most significant in the following areas:

- Our 22 rehoming centres in the UK and Ireland match thousands of people every year with canine companions, providing them with a valuable four-legged friend and family member. Every year we receive feedback from many of those who have adopted and fostered dogs from us to tell us how the love and companionship of their Dogs Trust dog has improved their lives. We also help people make informed choices about acquiring a dog by other means, for example via a responsible breeder.
- We provide a broad range of advice and guidance to help dogs and owners live better together — to help existing dog owners care for their dogs, practice responsible dog ownership, and take appropriate steps to address problem behaviours. This includes practical support through our Behaviour Support Line and behaviour services.
- We do everything we can to keep dogs together with their owners. But when that's not possible we give them the best care until we find them a new forever home. Dogs are brought to us for all sorts of reasons, including by people who are struggling due to changes in accommodation, financial problems, relationship breakdowns, and family crises. We don't charge and never judge, offering peace of mind and a safe, reliable way to relinquish a dog.
- Our Freedom service offers free, confidential dog fostering, helping their owners to work towards freedom from domestic abuse. Since launching in 2004, this vital service has fostered thousands of dogs, enabling their owners to take the next steps to freedom.
- Our Together Through Homelessness service supports dog owners experiencing homelessness to stay together with their faithful friend. We offer free veterinary treatment and work with homelessness services across the UK, providing them with the resources, training, and equipment needed to welcome dogs and their owners.
- Our Canine Care Card scheme provides peace of mind for dog owners, with the promise that we will care for their dog in the event of their death or ill health.
- Occasionally we rehome dogs as working or assistance dogs, to organisations like the police, Service Dogs UK, and other public services, thereby contributing to the safety, security and wellbeing of the public.
- Through our sister organisation WVS and the Mission Rabies project, we're driving the global effort to eliminate rabies in several countries and significantly reduce human deaths from the disease. We deliver large-scale vaccination drives and, through community education, we're building a generation that understands rabies, knows how to stay safe, and values the humane treatment of dogs.

Governance structure

Dogs Trust ("the Charity") is a charitable company registered in England and Wales (charity number: 1167663, company number: 09365971) and Scotland (charity number: SC053144). During the previous financial year, the (unincorporated) charity, which was at the time called Dogs Trust, underwent a process referred to as incorporation by transferring all of its activity (*except for lottery and raffle activity – see below*), assets and liabilities to another incorporated legal entity which immediately became the existing Dogs Trust. The old, unincorporated charity became Dogs Trust Legacy, and has a sole corporate trustee, the dormant company Dogs Trust Trustee Limited. The full process of incorporation was described in detail in the 2024 Annual Report, and provides the Charity with a robust and simplified legal status into the future.

The lottery and raffle activity, which currently sits in Dogs Trust Legacy, is planned to be transferred to one of our trading subsidiaries, Dogs Trust Lotteries Limited, in 2026.

These consolidated accounts incorporate the results of:

- The Charity
- Dogs Trust Legacy, and the assets remaining in it relating to lottery activity
- Dogs Trust Worldwide Foundation Bosnia, a non-profit foundation registered in Bosnia and Herzegovina (registration number: RF-191 4202827460008), subsidiary of Dogs Trust Worldwide, incorporated on 2 October 2020 and started trading during 2022
- Dogs Trust Ireland CLG, a charitable company registered in Ireland (charity number: 20057978, company number: 396919)
- Dogs Trust USA Inc, a non-profit 501 (c)(3) entity registered in the USA (EIN number: 82-2390086)
- Dogs Trust Promotions Limited, a company registered in England and Wales (company number: 00963277)
- Worldwide Veterinary Service (WVS), a charitable company registered in England and Wales (charity number: 1100485, company number: 04773693)
- Mission Rabies, which itself is a subsidiary of WVS.

Further detail on the objects and performance of the Charity's subsidiaries is shown in note 1 to the accounts. During 2025, two dormant subsidiary companies of the Charity were struck off, namely Dogs Trust Administration and NCDL Limited.

The Charity has two other dormant or non-trading subsidiaries:

- Dogs Trust Lotteries Limited, a company registered in England and Wales (company number: 14015851), due to become actively trading in 2026.
- Sponsor a Dog Limited, a company registered in England and Wales (company number: 03601279).

The Charity is registered with the Office of the Scottish Charity Regulator (charity number: SC053144). Dogs Trust operates rehoming centres in Glasgow and West Calder. Youth education programmes and Dog Schools were run throughout Scotland, and Dogs Trust receives income from Scottish supporters.

Board members

The Charity has a Board with a target number of 12 unpaid directors/Trustees (at the end of 2025 there were 12, two of whom resigned at the end of 2025; two new directors/Trustees were appointed at the start of 2026). The Board meets a minimum of four times a year, or as often as necessary to carry out its duties. The Board acts as the Charity's governing body with powers to delegate day-to-day management to Dogs Trust's Executive Team, as defined on page 84.

As referred to above, there are two legacy entities which remain in place following incorporation. Dogs Trust Trustee Limited (DTTL) remains as the sole corporate trustee of Dogs Trust Legacy. At the end of 2025, it had a Board of 11 directors (down to nine directors in 2026). The purpose of DTTL is to provide Board oversight of lottery activity while it remains in Dogs Trust Legacy, as well as oversight of the administration of any legacies that might be received into Dogs Trust Legacy. Ultimately, Dogs Trust may wish to streamline its governance structure further by unwinding both Dogs Trust Legacy and DTTL.

Directors of the Board

Mr Will Galgey (Chair from January 2025)

Mr Philip Daubeny (Vice Chair)

Mrs Suzanne Murphy BVMS MSc DECVIM-CA MRCVS

Mrs Nicola Canavan

Mrs Louise Allum BSc MA VetMB PGCert (VetEd) Grad Cert Shelter Medicine FHEA MRCVS

Ms Hayley Parmenter

Mr Rob Alexander (resigned 1 September 2026)

Mr Nigel Morrison

Ms Joanne Howard

Mr Swagat Choudhury

Mr Timothy Pearey MA ACMA (resigned end December 2025)

Mr Ian Rose LLB (resigned end December 2025)

Ms Lucinda Claire Charles-Jones (appointed January 2026)

Mrs Georgina Louise Guy (appointed January 2026)

Committees of the Board

The Dogs Trust Board has a single advisory committee as part of its governance structure, namely the Finance and General Purposes Committee ("F&GPC"), which meets a minimum of four times a year. This Committee may hold additional ad-hoc meetings as required to ensure effective oversight of the Charity. It also advises the Board at each meeting on matters of finance, governance, audit and risk. The F&GPC reviews its terms of reference regularly, as approved by the Board. An additional committee, known as the Canine Welfare Grants Committee, meets twice a year and has oversight of grant funding awarded by Dogs Trust to support research projects aiming to improve canine welfare. This Committee is not part of the governance structure of Dogs Trust. There are no plans to award such grants in the near future, therefore the need for the Committee will be reviewed when the life cycle of current grants is finished, likely around 2027.

Appointment process

New Board members are recruited under a fair, open, diverse and consistent trustee recruitment process, usually using an external agency. Based on an analysis of skills required on the Board, they are then selected through a CV assessment and interview process. Board members are appointed under term limits by which they may each serve for a period of up to three terms of up to three years per term.

New Board members receive an induction course covering all the operations and activities of Dogs Trust and are expected to view online seminars and training courses on relevant subjects, including their responsibilities as trustees.

Charity Governance Code

The Charity continues to operate under the principles of the Charity Governance Code, and assessed its governance against the Code during 2025. The results of that assessment will be used as a plan to improve Board procedures and governance during 2026.

Statement of Trustees' responsibilities

The Trustees (who are also directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' Annual Report (and the Directors' Report for the purposes of Company Law) and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the Group, and of the incoming resources and application of resources, including the income and expenditure of the charitable company and the Group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions. They also need to disclose with reasonable accuracy at any time the financial position of the charitable company and ensure that the financial statements comply with the Companies Act 2006 [and for Scottish charities: the Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006 (as amended)] and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Insofar as each of the Trustees/Directors of the Charity at the date of approval of this report is aware, there is no relevant audit information (information needed by the Charity's auditor in connection with preparing the audit report) of which the Charity's auditor is unaware. Each Trustee/Director has taken all of the steps that he/she should have taken as a Trustee/Director in order to make himself/herself aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

Risk management

The Board considers risk alongside strategic decision-making to support delivery of Dogs Trust's strategic objectives. The Board is responsible for ensuring there are appropriate risk management and internal control systems in place to manage the major risks to which the Charity is exposed. Dogs Trust's approach to risk aims to enable the management and mitigation, as opposed to the elimination, of organisational risks. Executive ownership of principal risks is clearly assigned; risk owners are responsible for monitoring and updating their risks. Processes and controls in place during 2025 and until the date of signing the accounts include:

- Quarterly review of the corporate risk register, performed by Dogs Trust Management Board and/or Executive Team, facilitated by the internal governance team. Risks are scrutinised, clarified, summarised and their impact and likelihood assessed, then appropriate mitigating actions are developed
- Subsequent review of the risk register, in full or summary version, by the F&GPC. The Committee undertook an in-depth review of the risk register in Q1 2026.

The table below details the principal risks and uncertainties facing Dogs Trust and the measures in place to manage them.

Risk	Strategies in place to manage risk
Financial stability is threatened	- Reserves policy is reviewed as necessary - Review and continuous update of five-year financial plan - Programme of efficiency savings established
Cyber-attack and/or major data breach	- Programme to test systems and staff response - Seeking accreditation for Cyber Essentials compliance - Senior forum meets regularly to review any concerns
Member of staff or public is seriously harmed by a Dogs Trust dog	- Pre-screening of dogs before acceptance to the Charity - Comprehensive dog handling policies and programme of staff training - Support for owners following rehoming
Inability to recruit or retain key staff	- Staff remuneration assessed against market benchmarks - Review and refresh of people policies
Failure to meet fundraising targets	- Programme of testing new fundraising initiatives maintained - Review fundraising and marketing proposition regularly
Insufficient rehoming	- Review ways to reduce waiting lists - Review new adoption processes to maximise rehoming
Deterioration in veterinary provision	- Working closely with our in-house vets to support them - Strategic review of alternative models for veterinary care
Reputation damage	- Crisis communications processes and toolkit in place - Run crisis planning simulations

We recognise that systems can only provide reasonable, not absolute, assurance that major risks have been adequately managed.

Reward and recognition

The Board is responsible for overseeing Dogs Trust's approach to reward and recognition. The aim is to ensure we have a consistent and sustainable approach to reward and recognition for all employees. The objective is to ensure Dogs Trust can attract and retain the right people with the right skills to deliver its work. This is achieved by setting an appropriate level of pay that is fair and reasonable for all roles. Key principles used to determine levels of pay are:

- Pay is reviewed annually, taking into account affordability, economic trends and movements in the UK pay market
- All national pay standards are met, including the statutory National Minimum Wage rates
- A recognition scheme is operated quarterly, using cash rewards for those colleagues who make an outstanding impact through: delivering results, being an exceptional role model of our values and behaviours, or by being brilliant, as recognised by their peers.

The F&GPC reviews and approves the annual pay award, taking recommendations from the Executive Team, the People Director, and the Finance Director.

Our approach to determine the salaries for the Chief Executive and Executive Team is the same as for all other roles, but with a different approval process. The Chair, with advice from the People Director, sets the Chief Executive's salary. Salaries for the Executive Team are set by the Chair and the Chief Executive.

Executive Team in 2025

Name	Role
Owen Sharp	Chief Executive
Louisa Simons	Deputy Chief Executive Officer
Rachel Casey	Chief Operating Officer
Adam Clowes	Chief of Staff
Jayne Whitton	Chief Marketing and Communications Officer
Polly Bianchi	Chief Income Generation Officer (started August 2025)
Paula Boyden	Veterinary Director (left Dogs Trust in mid-2025)
Karen Reed	Veterinary and Welfare Director (stepped off the Executive Team in mid-2025)
Suzie Carley	Executive Director of Dogs Trust Ireland CLG (left Dogs Trust in late 2025)
Nick Daniel	Marketing Director (left Dogs Trust in January 2025)
Stephen George	Interim Director of Fundraising (left Dogs Trust in mid-2025)

The Executive Team (ET) is responsible for the day-to-day running of the Charity under authority delegated by the Board to the Chief Executive. It is led by the Chief Executive, with five divisional C-suite ("Chief") members, so is smaller in numbers than its predecessor, the Leadership Team. The ET proposes to the Board where the Charity should invest its time, money and expertise. It proposes an annual budget to the Finance and General Purposes Committee and the Board for approval, and monitors financial performance accordingly.

Grant expenditure policy

We award grants to other organisations ("partner organisations" or "institutions") as part of delivering our charitable activities. We undertake a due diligence exercise of the project and partner organisation before making the grant, subject to specific grant agreements with the partners. We monitor and evaluate progress and, if we are not satisfied that the grant is being managed according to the agreement, we can delay or discontinue it. In 2025, we spent £8.7m (2024: £8.2m) in grants to external partner organisations in relation to our international work, and £0.7m (2024: £0.6m) in relation to our veterinary and other work. Further detail is shown at note 7 to the accounts.

Financial report

We are pleased to report an increase in income of £29m to £172m in 2025 (2024 [Restated] : £143m). This reflects continued strong support across our income streams.

Over 595,000 people donated to Dogs Trust in 2025, giving a total of £73.0m (2024: £67.5m) in donations including £8.7m claimed through gift aid.

Our work is only possible because of our supporters and donors, and we are deeply grateful for their continued generosity.

In 2025, we were fortunate to receive a total of £78.9m in **legacy income** from supporters who chose to remember Dogs Trust in their wills. To learn more about leaving a legacy to Dogs Trust, visit **dogstrust.org.uk/support-us/wills-legacies**

Although investment continued in our charitable activities and infrastructure, income growth exceeded the increase in expenditure during the year. This was driven mainly by higher legacy income and the sale of our London office, Clarissa Baldwin House, resulting in an overall surplus of £13.8m (2024: deficit of £4.2m).

At the same time as income has increased, expenditure has also increased by £12.2m in 2025, from £150.6m in 2024 to £162.8m as we continue to invest in our core activities and build the foundations for Charity's future.

Where our money came from

To deliver our mission, we continue to grow and diversify our sources of income. In 2025, our income of £172m came from the following:

- Donations (2025: £73.0m) (2024: £67.5m)
- Legacies (2025: £78.9m)* (2024: [Restated] £61.4m)
- Trading income (2025: £8.6m) (2024: £8.0m)
- Investment income (2025: £1.5m) (2024: £1.7m)
- Adoption fees (2025: £2.8m) (2024: £2.2m)
- Dog school classes (2025: £0.5m) (2024: £0.9m)
- Other income: (2025: £7.0m) **(2024: £1.7m)

Where the money was spent

In 2025, we introduced updated activity categories aligned to our new strategy (see page 10), and prior year comparatives have been restated accordingly.

Our total operating expenditure for the year was £162.8m. These costs are split between charitable activities and expenditure incurred to generate income.

- Rehoming (2025: £64.4m) (2024: £60.9m)
- Prevention Services (2025: £20.0m) (2024: £20.6m)
- International work (2025: £26.1m) (2024: £24.5m)
- Brand (2025: £6.5m) (2024: £2.6m)
- Fundraising on donations and legacies (2025: £40.1m) (2024: £36.6m)
- Other trading activities (2025: £5.6m) (2024: £5.3m)
- Investments(2025: £0.2m) (2024: £0.1m)

Rehoming: rehoming centre costs in UK (staff, premises, maintenance, vehicle costs, veterinary costs), clinical services, fostering and our veterinary support schemes.
Prevention Services: our behaviour and community services , our outreach services, education, research, intervention development and professional development work.
Brand: publicity, communications and public relations and digital activity, as well as public affairs activity and campaigns. Expenditure on Brand increased in 2025 to support the launch of our new strategy, strengthen awareness of Dogs Trust and engage more people with our mission, services and fundraising activities.
International work: costs relating to our work in Ireland and Bosnia, as well as grants to support approved overseas projects by Dogs Trust USA and through Worldwide Veterinary Service.
Donations and legacies: we continue to invest in a variety of areas to fund our future work.
Other trading activities: the cost of running our charity shop network, catalogues and raffles.

* Legacy income increased in 2025, reflecting both the continued generosity of supporters and also improvements to our legacy administration processes, enabling a more complete identification and recognition of legacy entitlements.

** Other income for 2025 includes the proceeds from the sale of one of our head offices in London.

Fundraising contribution

£000s	2025 Voluntary	2025 Trading	2025 Total	2024 Total (Restated)
Income	152,029	8,566	160,595	136,917
Costs	40,079	5,562	45,641	41,904
Net contribution from fundraising	111,950	3,004	114,954	95,013

Fundraising activities generated a net contribution of £115.0m during the year (2024: £95.0m), providing support for the delivery of the Charity's charitable objectives and future investment plans.

Our targets

We measure our success using internal statistics including:

Measure	2025	2024
Dogs rehomed by our rehoming centres (UK and Ireland)	10,023	9,914

Capital expenditure

In 2025, work continued on the refurbishment of the rehoming centre at Harefield and work began on a major redevelopment of the rehoming centre at West Calder. One of the charity's head offices in London, Clarissa Baldwin house, was sold, with the head office team now working from Dogs Trust House, which was previously held as an investment property.

We also continued to invest in the Charity's technology platform and systems.

Total spend on capital projects during 2025 was £11.8m.

Financial position at year end

Net assets are £225.0m (2024 [Restated]: £211.2m). Further information on how these funds will be used is set out in the Reserves Policy below.

Fixed assets decreased slightly by £0.2m to £91.5m (2024: £91.7m), reflecting capital expenditure offset by depreciation and a higher amortisation charge than in the previous year relating to the finance system and CRM which came into use for a full financial year in 2025.

The value of our investment portfolio increased to £68.2m (2024: £64.3m excl investment property). The portfolio achieved net gains of £4.1m compared to net gains of £3.2m in 2024.

While the portfolio delivered a positive return of 9.1%, this was below the benchmark return of 14.3%, reflecting the Charity's diversified investment and total return approach, including ethical investment restrictions and a lower exposure to some of the strongest-performing areas of the equity market during a volatile year.

Performance of the Group

See page 80 for details of the Dogs Trust Group.

- Dogs Trust Promotions Limited's total turnover was £0.6m (2024: £0.5m).
- Dogs Trust Ireland CLG ("Dogs Trust Ireland") received a grant of £1.8m (2024: £1.7m) from the Charity, in addition to £8.2m (2024: £7.2m) of donations and other income.
- Dogs Trust USA Inc. received a grant of £0.4m (2024: £0.6m) from the Charity to support its work.
- Dogs Trust Bosnia Foundation received a grant of £1.1m (2024: £2m) from the Charity to support its work.
- Worldwide Veterinary Service received a grant of £11.1m (2024: £7.6m) in support of its work from the Charity and a grant of £0.2m (2024: £0.3m) from the Dogs Trust USA in support of its work.

Further detail on the results of these subsidiaries is shown in note 1 to the accounts.

Future plans

Facing the economic situation

Although the current economic environment continues to be challenging, the results for 2025 show the Charity to be in an improved financial position. Thanks to the continued generosity of our supporters — particularly those leaving legacies — our position is stronger than we had anticipated. Though we had been in deficit for the previous two financial years, in 2025 we are showing a surplus of £13.8m. This has meant that we have not had to draw upon reserves, and it will help to support vital future investment in our rehoming centre facilities and other charity assets.

Despite the good results for 2025, the Chief Executive and Executive Team will continue progressing our transformation programme in 2026 to strengthen our financial sustainability. By focusing our operations and continuing to grow our brand and income, we aim to ensure we can support dogs for many years to come.

Reserves

The consolidated total funds are £225.0m (2024:[Restated] £211.2m), of which £4.7m (2024: £2.7m) is restricted or endowed, and £nil (2024: deficit of £1.3m) is a revaluation reserve showing the cumulative impact of revaluations of the Charity's investment property.

The Charity holds the following designated funds:

Rehoming Centre Development Fund

The Charity's constitution allows the acquisition of a site and the construction on it of a new rehoming centre only once a full and balanced report recommending the acquisition has first been submitted to the Board by the Finance and General Purposes Committee.

This fund is set aside for future capital expenditure on the Charity's operations (as approved by the Board for the next five years). This stood at £39.2m at 31 December 2025 (see note 20 of the accounts).

Fund for tangible and intangible fixed assets

This fund represents the land, buildings, motor vehicles, equipment and software owned and used by the Charity to run its centres and administer the organisation. At 31 December 2025 this totalled £91.5m (2024: £91.7m) (see note 15 of the accounts).

Grants Fund

This fund is set aside for expected future grant payments to partner organisations, agreed with the partner in principle but subject to our satisfactory monitoring of the funds released to date. At 31 December 2025 this totalled £3.5m (2024: £1.5m) (see note 18 of the accounts).

CBR Bursary Fund

This fund is set aside for expected future payments to bursary recipients, if conditions are met by the recipients as the payments fall due. At 31 December 2025 this totalled £0.1m (2024: £0.1m) (see note 19 of the accounts).

Free reserves

The reserves policy is designed to ensure that the Charity and Group remain financially viable, even in the event of unexpected short-term financial pressures. It is reviewed annually or more frequently if required.

Dogs Trust has regular cash inflows from donors, legacies, trading income and investment income. The group also has regular cash outflows in terms of maintaining rehoming centres, activities and programmes that promote dog welfare. While there are long-term spending commitments in place, these form the minority of the total group spend.

The Board monitors the financial wellbeing of the Charity by reviewing total available cash and investments rather than free reserves, as these provide the liquidity required in the event of a funding shortfall.

The amount of cash and investments readily convertible to cash within 30 days must be sufficient to cover the Group's normal operational, or distressed, cash outflows for a minimum of three months, which equates to £41m at 31 December 2025. This would allow the Board to determine any required changes to ensure the group's longer-term financial stability (for example, to find alternative provision for dogs being cared for), and management to implement the changes, while drawing on the cash and investments.

Higher amounts of cash and investments can be held on a short-term basis. However, the Group's Five-Year Plan must accommodate a plan to spend any levels higher than 12 months of Group cash outflows by the end of the review period.

The amount of cash and investments readily convertible to cash within 30 days at 31 December 2025 was £86.3m (2024: £80.2m), equivalent to over six months' cash outflows. Free reserves were £86.1m, as shown on the Balance Sheet.

Investment policy

The Board has the power to retain, realise and reinvest the Charity's funds in accordance with applicable legislation and regulatory requirements. Investment management is delegated to authorised professional managers. Investments include cash held on deposit.

The Charity's investment policy seeks to achieve a balance between income and capital growth. Investments exclude companies involved in animal testing that may cause suffering, including where such activities are outsourced.

Going concern

The Charity's future plans indicate the need to establish a level of financial performance such as to maintain reserves above the minimum level set out in the Reserves Policy.

The Board has reviewed budgets, cash flow forecasts and reserves projections covering at least 12 months from approval of these financial statements covering the period up to October 2027 and is satisfied that the Charity remains financially viable over this period.

With the above considered, the Board believes that there is no material uncertainty which would cast doubt on the Charity's ability to continue as a going concern. The Board therefore considers it appropriate for the accounts to be prepared on a going concern basis.

Working with our stakeholders: S172 statement

Section 172 of the Companies Act 2006 requires the directors to act in the way they consider, in good faith, would be most likely to promote the success of the Charity to achieve its charitable purposes. The Act states that in doing so, the directors should have regard, amongst other matters, to:

- **The likely consequence of any decision in the long term**

The role of the Board and Executive team at the Charity is to set the strategic direction of the organisation. A strategic review was carried out in 2025 to support the long-term success and sustainability of the Charity. This has informed a new Vision, Aim and Mission, alongside detailed financial plans.

Throughout the review process, there have been key milestones where the Executive team have consulted with the Board for clarity, insight and approval. As part of the strategic review process, detailed budgets and five-year plans have been developed to ensure that the impact of the strategic review supports the Charity's aim to be financially sustainable, with appropriate operational models and resources in the long term.

- **The interests of the company's employees**

Our employees are vital to the Charity, and we consider ongoing and regular engagement with them to be a top priority. We work globally, nationally and locally: keeping our dedicated staff up-to-date with what is happening and allowing them to have their say is a huge task. Ways in which the Charity ensures it is a positive place to work include career development pathways, support for employees who are parents and carers, colleague networks, comprehensive people policies and regular staff surveys. Employees remain a key priority, supported through engagement, development opportunities and initiatives such as the Learning Empawrium and National Employee Forum.

- **The need to foster the company's business relationships with suppliers, customers and others**

Our relationships with partners and suppliers are key to our effectiveness. We work with them closely to develop mutually beneficial relationships, including regular review of key supplier relationships. We actively encourage feedback from them to help us learn and improve how we do things. Our procurement function takes an active role in onboarding new suppliers and ensuring all necessary due diligence is undertaken to ensure suppliers we engage with uphold the same high standards of operation as Dogs Trust.

We are deeply grateful to our supporters and remain committed to ensuring donations are used effectively to maximise impact. The new CRM system enhances supporter engagement.

- **The impact of the company's operations on the community and the environment**

We are committed to reducing the impact of our activities on the environment as we understand that a successful future for our charity depends on the sustainability of the environment, communities, and economies in which we operate. We aim to do this through the continual improvement of our environmental performance and the adoption of sustainable practices across our organisation, while operating in compliance with all relevant environmental legislation. Implementing sustainable ways of working will also complement our mission as the financial savings made through effective environmental management can be utilised for the Charity's main objectives, while reducing our organisation's impact. We are committed to:

- Achieving net zero by 2050
- Becoming a sustainability leader.

More information can be found on our environmental sustainability progress on page 72.

- **The desirability of the company maintaining a reputation for high standards of business conduct**

The Charity has a range of policies that support and promote corporate responsibility and ethical behaviour. Areas covered include fundraising practices, ethical investment policy, conflicts of interest, safeguarding, whistleblowing, health and safety, data protection, information security, EEDI and IT acceptable use, amongst others. All policies are reviewed periodically and updated as necessary. We also have a wide range of standard operating procedures to ensure the highest standards of care for the dogs in our care.

- **The need to act fairly between members of the company**

The Charity respects colleagues' diversity and fosters an inclusive workplace where all are treated fairly.

Signed on behalf of the Board by:

Will Galgey
Chair
17 September 2026

Independent auditor's report to the Directors of Dogs Trust

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, page 82, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We obtained an understanding of the legal and regulatory frameworks within which the group and charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation together with the Charities SORP (FRS 102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We also considered the opportunities and incentives that may exist within the group and the charitable company for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income from corporates, trusts and major donors, the timing of recognition of legacy income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, and the Finance and General Purposes Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance. Our audit procedures to respond to the risks arising from income from corporates, trusts and major donors involved scrutinising correspondence and agreements so as to understand the terms, reporting requirements, income recognition, and to determine whether the income meets the definition of a donation or grant under the Charities SORP. Our audit procedures to respond to the risk arising in respect of legacy income included testing legacies on a sample basis to supporting documentation to establish whether any restrictions and conditions are properly identified, and that the income has been recognised only when it meets the criteria for recognition in the Charities SORP and accounting policies.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

Nicola May

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

London

Date: 29 September 2026

Consolidated Statement of Financial Activities

for the year ended 31 December 2025

	Notes	2025 £000s Unrestricted	2025 £000s Restricted & endowment	2025 £000s Total	2024 £000s Unrestricted	2024 £000s Restricted & endowment	2024 £000s Total
Income from:							
Donations and legacies							
Donations	2	67,243	5,796	**73,039**	65,606	1,903	**67,509**
Legacies		69,926	9,064	**78,990**	53,809	7,598	**61,407**
Charitable activities							
Adoption fees		2,772	-	**2,772**	2,226	-	**2,226**
Dog School classes		461	-	**461**	856	-	**856**
Other		605	-	**605**	609	-	**609**
Other trading activities	3	8,566	-	**8,566**	8,001	-	**8,001**
Investments	4	1,503	-	**1,503**	1,685	-	**1,685**
Other	5	6,406	-	**6,406**	1,159	-	**1,159**
Total income		157,482	14,860	**172,342**	133,951	9,501	**143,452**
Expenditure on:							
Raising funds							
Donations and legacies	7	40,079	-	**40,079**	36,647	-	**36,647**
Other trading activities	7	5,562	-	**5,562**	5,257	-	**5,257**
Investments	7	223	-	**223**	102	-	**102**
		45,864	-	**45,864**	42,006	-	**42,006**
Charitable activities							
Rehoming	7	53,556	10,851	**64,407**	52,007	8,852	**60,859**
Preventing services	7	19,681	294	**19,975**	20,471	172	**20,643**
International work	7	24,345	1,754	**26,099**	24,390	105	**24,495**
Brand	7	6,460	-	**6,460**	2,592	-	**2,592**
		104,042	12,899	**116,941**	99,460	9,129	**108,589**
Total expenditure	7	149,906	12,899	**162,805**	141,466	9,129	**150,595**
Net income / (losses) before gains on investments		7,576	1,961	**9,537**	(7,515)	372	**(7,143)**
Net gains on investments	10	4,092	-	**4,092**	3,243	-	**3,243**
Net income/(expenditure)		11,668	1,961	**13,629**	(4,272)	372	**(3,900)**
Other recognised gains / (losses)		135	-	**135**	(329)	-	**(329)**
Net movement in funds		11,803	1,961	**13,764**	(4,601)	372	**(4,229)**
Reconciliation of funds							
Funds brought forward 1 January	15	208,479	2,749	**211,228**	213,080	2,377	**215,457**
Funds carried forward 31 December	15	220,282	4,710	**224,992**	208,479	2,749	**211,228**

All amounts relate to continuing activities. All gains and losses recognised in the year are included in the Consolidated Statement of Financial Activities.

The notes on pages 101 to 118 form part of the financial statements.

Balance sheets

on 31 December 2025

	Notes	Consolidated 2025 £000s	Consolidated 2024 £000s	Charity 2025 £000s	Charity 2024 £000s
Fixed assets					
Tangible fixed assets	9	75,651	73,214	72,631	70,142
Intangible fixed assets	9	15,873	18,525	14,819	17,697
Investments	10	68,182	67,732	68,182	67,732
		159,706	**159,471**	**155,632**	**155,571**
Current assets					
Stock	11	641	550	411	384
Debtors	12	62,265	47,291	62,485	47,037
Cash at bank and in hand		18,090	15,960	11,027	12,994
		80,996	**63,801**	**73,923**	**60,415**
Creditors: amounts falling due within one year	13	**(12,388)**	**(8,654)**	**(10,926)**	**(7,417)**
Net current assets		**68,608**	**55,147**	**62,997**	**52,998**
Provisions for liabilities	14	**(3,322)**	**(3,390)**	**(3,322)**	**(3,390)**
Net assets		**224,992**	**211,228**	**215,307**	**205,179**
The funds of the Charity					
Unrestricted funds					
Revaluation reserve	15	-	(1,260)	-	(1,260)
Designated reserves: Development fund	15	39,155	40,198	39,155	40,198
Designated reserves: Grants fund	15	3,475	1,538	3,475	1,538
Designated reserves: Fixed asset reserve	15	91,524	91,739	87,450	87,839
Designated reserves: CBR Bursary reserve	15	66	81	66	81
Free reserves	15	86,062	76,183	80,451	74,036
Total unrestricted funds		220,282	208,479	210,597	202,432
Restricted income funds	15	3,798	1,837	3,798	1,835
Endowment funds	15	912	912	912	912
Total Group/Charity funds		**224,992**	**211,228**	**215,307**	**205,179**

The financial statements were approved by the Board members and authorised for issue on 17 September 2026:

W. Galgey
Chairman of the Board

N. Morrison
Director

The notes on pages 101 to 118 form part of the financial statements.

Consolidated cashflow statement

for the year ended 31 December 2025

	2025		2024	
	£000s	£000s	£000s	£000s
Net cash provided by operating activities		**2,957**		**(10,601)**
Cash flow from investing activities				
Dividends, interest and rents from investments	1,503		1,685	
Purchase of property, plant and equipment	(11,794)		(9,529)	
Proceeds from the sale of property, plant and equipment	9,371		-	
Purchase of fixed investments	(22,792)		(77,924)	
Proceeds from sale of fixed asset investments	22,391		79,061	
Net cash used in investing activities		**(1,321)**		**(6,707)**
Change in cash and cash equivalents in the reporting period		**1,636**		**(17,308)**
Cash and cash equivalents at the beginning of the reporting period		**16,737**		**34,374**
Change in cash and cash equivalents due to exchange rate movements		**135**		**(329)**
Cash and cash equivalents at the end of the reporting period		**18,508**		**16,737**

Reconciliation of net income to net cash flow from operating activities	2025		2024	
	£000s	£000s	£000s	£000s
Net income for the reporting period (as per the statement of financial activities)		**13,629**		**(3,900)**
Adjustments for:				
Depreciation and amortisation charges	11,880		8,966	
Profit on disposal of fixed assets	(5,558)		(71)	
Gains on investments	(4,092)		(3,245)	
Dividends, interest and rents from investments	(1,503)		(1,685)	
Increase in stocks	(91)		(100)	
(Increase) in debtors	(14,974)		(7,090)	
Increase/ (Decrease) in creditors	3,734		(3,312)	
(Decrease) in provisions for liabilities	(68)		(164)	
Net cash flow from operating activities		**2,957**		**(10,601)**

Analysis of cash and cash equivalents	**2025 £000s**	**2024 £000s**
Cash in hand	18,090	15,960
Cash on deposit and in investments	418	777
Total cash and cash equivalents	**18,508**	**16,737**

Analysis of net debt		**At 1 January £000s**	**Cashflows £000s**	**At 31 December £000s**
Cash	**2025**	16,737	1,771	**18,508**
	2024	34,374	(17,637)	**16,737**

The notes on pages 101 to 118 form part of the financial statements.

Notes to the accounts

Accounting policies

Accounting basis

Dogs Trust ("the Charity") is a private charitable company limited by guarantee without share capital, registered in England and Wales (charity number: 1167663, company number: 09365971) and Scotland (charity number: SC053144), governed by Articles of Association.

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value. The financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice, comprising the Charities Statement of Recommended Practice (SORP) – 'Accounting and Reporting by Charities (2019)' and Financial Reporting Standard (FRS) 102 together with the reporting requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Act 2011 and applicable accounting standards. The Charity is a public benefit entity.

Group financial statements

The Statement of Financial Activities ("SOFA"), Balance Sheet and Cashflow Statement consolidate the financial statements of the Charity and its deemed subsidiaries, Dogs Trust Promotions Limited, Dogs Trust Ireland CLG, Dogs Trust USA Inc, Worldwide Veterinary Service, Dogs Trust Legacy and Dogs Trust Worldwide Foundation Bosnia (collectively "the Group"). The results of the subsidiaries are consolidated on a line-by-line basis. The Charity's gross income was £170.7m (2024: £135m) and surplus was £16.7m (2024: loss of £3.4m).

Dogs Trust Ireland CLG, Worldwide Veterinary Service and Dogs Trust Promotions Limited are each deemed to be a subsidiary company because the majority of directors or members are Board members or senior managers of Dogs Trust. Therefore, by voting rights, the Charity retains control.

Dogs Trust USA Inc is deemed a subsidiary because the President is the Chief Executive Officer of Dogs Trust and Dogs Trust can appoint the President.

Dogs Trust Worldwide Foundation Bosnia is a deemed subsidiary as the Charity is the Founder of Dogs Trust Worldwide Foundation Bosnia and the members of the Steering Committee of Dogs Trust Worldwide Foundation Bosnia are all appointed by the Founder.

The sole Trustee of Dogs Trust Legacy is Dogs Trust Trustee Limited (company number: 08996564), a non-trading company ("the Trustee"). Dogs Trust Trustee Limited is a deemed subsidiary as the Charity appoints its directors.

A separate Statement of Cash Flows has not been presented for the Charity only as it has taken advantage of the exemption afforded by FRS102.

New charitable activity headings have been used in the SOFA, based on the Charity's new strategy launched in 2025. 2024 amounts have been restated.

The financial statements have been restated for 2024 and 2023 due to recalculations of the legacy accrual for these years. See note 25 for more information.

Critical accounting estimates and judgements

To be able to prepare financial statements in accordance with FRS 102, the Board is required to make certain estimates and judgements that have an impact on the policies and the amount reported in the annual accounts. The estimates and judgements are based on historical experiences and other factors including expectations of future events that are believed to be reasonable at the time such estimates and judgements are made. The significant estimates and judgements are:

- Accrued income: legacy (see income policy below);
- Accruals: costs not yet invoiced (see expenditure policy below)
- Provisions: Shared Adoption Scheme and Veterinary Support Fund costs (see provisions policy below);
- Allocation of support costs (see expenditure policy below)
- Depreciation and impairment (see fixed assets policy below
- WVS receives donations of veterinary medicines which are close to their expiry dates. Such medicines can only be used if they are distributed to the Charity's ultimate beneficiaries prior to expiration; if the medicines cannot be so used they have to be disposed of. No value is attributed to such donations; due to their very short lives their net realisable value is considered to be £nil.

Going concern

The Charity's future plans indicate the need to establish a level of financial performance such as to maintain reserves above the minimum level set out in the Reserves Policy.

The Board has reviewed budgets, cashflow forecasts and reserves projections covering at least 12 months from approval of these financial statements and is satisfied that the Charity remains financially viable over this period.

With the above considered, the Board believes that there is no material uncertainty which would cast doubt on the Charity's ability to continue as a going concern. The Board therefore considers it appropriate for the accounts to be prepared on a going concern basis.

Income

All income is included in the SOFA when the Charity is legally entitled to the income, receipt is probable, and the amount can be quantified with reasonable accuracy, and the amount can be measured reliably.

Donations and legacies

Legacy income is recognised when it satisfies the following criteria:

- There is sufficient evidence of a legacy having been left to Dogs Trust based on probate having been granted before the year end
- Notification of pecuniary legacy interests has been received from the executor
- For residuary legacy interests, we have received the confirmation of sufficient assets in the estate, in the form of either an assets and liabilities statement or estate accounts, and there are no material known outstanding disputes
- For all other types of legacy interests, we have a reasonable estimate of the amount due. In each case, we must be notified of this information within three months following year end which is our cut-off date for accruing legacy income to the financial statements.

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

Measurement of legacy income is exposed to inherent uncertainties represented by property and other investments whose value is subject to market fluctuations until realised. Dogs Trust recognises this by using the latest available estate valuation information and allowing for fluctuations, with a provision against income of 5%-8% per estate, based on historic trends.

Donations are accounted for when received. No amounts are included in the financial statements for services donated by general volunteers. Gift Aid receivable is included as income when the donation is made and where there is a valid Gift Aid declaration from the donor.

Membership income is accounted for over the period to which membership relates.

Charitable activities

Adoption fees received for rehoming services are included as income when the dog is rehomed.

Income for Dog School classes is accounted for when the training has taken place.

Other trading activities

Sale of goods, comprising income from the sale of new and donated goods through retail shops and online, is accounted for when the sale has taken place. Where applicable, income is recognised net of value added tax. The Charity operates a retail Gift Aid scheme for supporter goods sold that are in its charity shops on an agency basis. These sales are treated as sales of donated goods for accounting purposes. Income from raffles is recognised when the draw takes place.

Investments

Income is shown in the year for which it is received or becomes receivable.

Other income

Income is shown in the year for which it is received or becomes receivable. The surplus on the disposal of tangible fixed assets is calculated as the difference between the sale proceeds (net of sale costs) and the net book value of the asset immediately prior to disposal. It is accounted for once legal completion of the disposal has taken place.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to any given category. Costs not yet invoiced, but where goods or services have been provided, are included where the amount owed can be estimated reliably. Where timing or amount of costs are uncertain, amounts are classified as a provision. Where costs cannot be directly attributed to an activity or function, they have been allocated on a usage basis or on the basis of headcount. Support costs, such as general management, payroll administration, technology infrastructure support, human resources advisory and financing are allocated in this way.

Grant expenditure

Grants payable are accounted for as expenditure in the year in which a binding, specific commitment to make payment is entered into with the recipient. Expected future grant payments, if conditions are met by the recipient as the grant falls due, are disclosed in note 18.

Irrecoverable VAT

Irrecoverable VAT is included in the cost of those items to which it relates.

Tangible fixed assets

Tangible fixed assets are stated at cost, net of depreciation. The Charity regularly reviews the net book value of its fixed assets and writes their values down – shown as an impairment – to their depreciated replacement cost (for rehoming centres) or open market value (for offices, where the net book value is higher). Depreciation is provided on the following basis:

Freehold land	Land is not depreciated and is tested for impairment
Freehold buildings	Over 15 years straight line for rehoming centres and 25 years straight line for office buildings
Assets under construction	Not depreciated until they are ready for use: construction projects are reviewed for impairment
Motor vehicles	Over three years straight line
Equipment and fittings	Over four years straight line

Intangible fixed assets

Intangible fixed assets are stated at cost, net of amortisation and any provision for impairment. Amortisation is calculated to write off the cost of intangible fixed assets by equal annual instalments over their expected useful economic lives on the following basis:

- Software and other intangible assets: over five years (straight line)
- Amortisation is not charged on assets in the course of construction until they are complete.

Investments

Listed investments

Listed investments are included in the balance sheet initially at cost and revalued at the reporting date to bid price. Realised gains and losses on disposals in the year and unrealised gains and losses on investments at the balance sheet date are included in the Statement of Financial Activities for the relevant underlying funds. The historical cost of investments is shown in note 10 to the Financial Statements.

Investment properties

Investment properties are measured at fair value at each reporting date with changes in fair value recognised in “Net unrealised gains/(losses) in investments” in the Consolidated Statement of Financial Activities. Valuations of investment properties have been determined with professional assistance. Details of the basis of the valuations are given in note 10 to the accounts.

Programme-related investments

Programme-related investments are investments made in order to directly further the charitable purposes of the Charity. Where the Charity has a significant interest in a programme-related investment, it is treated as an associate included at cost, and subsequently adjusted for the Charity’s share in the associate’s net assets under the equity method in the consolidated financial statements. The annual movement in the value of programme-related investments is shown as a separate category in the investments note.

Current asset investments

Current asset investments include cash on deposit and cash equivalents with a maturity of less than one year held for investment purposes, valued at fair value.

Stocks

Stocks are valued at the lower of cost and net realisable value. Goods donated for resale are valued at estimated net realisable value based on historical trends.

Provisions

Provision for liabilities relates to the estimated future veterinary costs for dogs on the Shared Adoption Scheme and Veterinary Support Fund scheme. Under these schemes, dogs rehomed with certain medical conditions will have the approved veterinary costs covered for the treatment of that particular ailment for the rest of the dog's life. The provision for future costs is estimated based on the average cost incurred per dog on the schemes, factoring in inflation for future years, the expected number of dogs on the schemes, and the average life of a dog on the schemes.

Operating leases

Rental applicable to operating leases is charged to the SOFA over the period in which the cost is incurred.

Foreign currency

Foreign currency transactions of individual Group entities are translated at the rates applicable on the transaction date. Foreign currency monetary assets and liabilities are translated at the rate of exchange ruling at the balance sheet date. All differences are included in the SOFA as other recognised gains or losses.

The results of overseas operations are translated at the average rates of exchange during the year and the balance sheet translated into sterling at the rate of exchange ruling on the balance sheet date. Exchange differences that arise from translation of the opening net assets and results of foreign subsidiary undertakings are included in reserves.

Pension costs

Pension costs comprise the costs of the Charity's contribution to its employees' pension schemes. The Charity provides a money purchase scheme which is available to all employees and, alternatively, it also contributes to certain employees' personal pension plans.

Taxation

Dogs Trust is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period. The subsidiary trading companies do not generally pay UK corporation tax because their policy is to pay qualifying donations out of taxable profits to the Charity. Foreign tax incurred by overseas subsidiaries is charged as it is incurred.

Financial instruments

The Group has financial assets and financial liabilities of a kind that qualify as basic and complex financial instruments.

Basic financial instruments comprise fixed asset investments measured at fair value through profit or loss and financial assets and liabilities that are initially recognised at transaction value and subsequently measured at the present value of future cashflows (amortised cost). Financial assets held at amortised cost comprise cash, trade debtors and other debtors. Financial liabilities held at amortised cost comprise trade creditors and other creditors.

The Charity uses foreign currency forward contracts to manage its exposure to foreign currency exchange risk. These are classified as complex and the fair value of these instruments is calculated at the balance sheet date by comparison between the rate implicit in the contract and the exchange rate at that date.

Details of financial instruments are found in note 24.

Funds

Endowment funds represent those assets which must be permanently held by the Charity. Income arising from the endowment funds can be used in accordance with the objects of the Charity and is included as unrestricted or restricted income, as specified by the donor. Any capital gains or losses arising on the investments form part of the fund.

The Frank Goddard Jackson endowment fund has been invested to contribute towards the maintenance of the Frank Goddard Jackson Veterinary Suite in future years.

Restricted funds represent funds which must be used for a specific purpose narrower than the objects of the Charity, such as for specific rehoming centres and projects. Where restricted expenditure on projects exceeds restricted income, the balance is applied out of unrestricted funds, shown by a funds transfer.

1. Results from trading activities of group entities

See page 80 for details of the group structure. Dogs Trust Promotions Limited (Company number 00963277) is incorporated in the UK and its primary activity is to sell gifts and licenses. Dogs Trust Ireland CLG is a charity incorporated in Ireland (Charity number 20057978, Company number 396919) and its primary activity is to reduce and, ultimately, see the end of homeless dogs in Ireland. Dogs Trust USA Inc is a non-profit 501 (c)(3) charity registered in USA and its primary activity is to protect dogs from maltreatment, cruelty and suffering. Dogs Trust Foundation Bosnia is a non-profit foundation registered in Bosnia on 2 October 2020, its primary activity is to protect dogs from maltreatment, cruelty and suffering in Bosnia. Worldwide Veterinary Service (WVS) is a charitable company incorporated in the UK (Charity number 1100485, Company number 04773693), its primary activity is to relieve the suffering and distress of animals throughout the world. Dogs Trust Legacy is a charity registered in the UK (Charity Number 227523), its primary activity is to oversee the lottery activity. A summary of the trading results for these entities is shown below (the figures include intercompany trading).

	Dogs Trust Ireland CLG		Dogs Trust Promotions Limited		Dogs Trust USA Inc		Dogs Trust Legacy		Dogs Trust Bosnia Foundation		Worldwide Veterinary Service	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Incoming resources												
Donations	**6,433**	6,057	**-**	-	**119**	114	**240**	29,041	**-**	-	**1,218**	571
Legacies	**1,492**	516	**-**	-	**-**	-	**-**	30,452	**-**	-	**-**	204
Merchandising	**166**	155	**626**	475	**-**	-	**-**	5,169	**-**	-	**18**	24
Grant from Dogs Trust group	**1,799**	1,731	**-**	-	**371**	591	**-**	-	**1,113**	1,970	**11,296**	7,827
Gift-in-kind from Dogs Trust group	**-**	-	**-**	-	**-**	-	**-**	-	**-**	-	**-**	-
Sale of dogs and neuter income	**157**	139	**-**	-	**-**	-	**-**	1,034	**-**	-	**-**	-
Interest received	**-**	-	**6**	-	**-**	-	**-**	1,228	**0**	6	**73**	43
Other	**18**	379	**-**	-	**-**	11	**1,963**	399	**1**	-	**608**	609
Total incoming resources	**10,065**	8,977	**632**	475	**490**	716	**2,203**	67,323	**1,114**	1,976	**13,213**	9,278
Total costs	**(9,600)**	(9,271)	**(220)**	(199)	**(401)**	(593)	**(895)**	(271,790)	**(1,077)**	(2,045)	**(11,792)**	(8,903)
Net movement for the year	**465**	(294)	**412**	276	**89**	123	**1,308**	(204,467)	**37**	(69)	**1,421**	375
Qualifying charitable contribution	**-**	-	**(411)**	(275)	**-**	-	**-**	-	**-**	-	**-**	-
Retained profit/(loss) for the year	465	(294)	1	1	89	123	1,308	(204,467)	**37**	(69)	**1,421**	375
Funds brought forward 1 January	**3,386**	3,852	**28**	27	**208**	122	**268**	203,046	**172**	257	**1,945**	1,570
Exchange gain/(loss) on opening net assets	**201**	(172)	**-**	-	**(10)**	(37)	**-**	1,689	**89**	(16)	**-**	-
Funds carried forward 31 December	**4,052**	3,386	**29**	28	**287**	208	**1,576**	268	**298**	172	**3,366**	1,945
Total assets	**4,790**	4,247	**628**	532	**334**	255	**2,484**	314	**324**	325	**3,622**	2,112
Total liabilities	**(738)**	(861)	**(599)**	(504)	**(47)**	(47)	**(908)**	(46)	**(26)**	(153)	**(256)**	(167)
Total funds	**4,052**	3,386	**29**	28	**287**	208	**1,576**	268	**298**	172	**3,366**	1,945

2. Donations

	2025 £000s	2024 £000s
Regular donations	42,032	42,124
Appeals	2,998	2,431
Non-recurring donations	6,602	5,232
Corporate donations	4,866	4,121
Gift Aid	8,755	8,094
Membership subscriptions	1,741	2,815
Trusts and major donors	6,045	2,692
	73,039	**67,509**

3. Other trading activities

	2025 £000s	2024 £000s
Sale of goods	5,910	5,636
Fundraising events	694	173
Raffles	1,962	2,192
	8,566	**8,001**

4. Investments

	2025 £000s	2024 £000s
Interest received	588	760
Dividends received	915	925
	1,503	**1,685**

5. Other income

	2025 £000s	2024 £000s
Other income	6,406	1,159
	6,406	**1,159**

In 2025, other income mostly relates to proceeds from the sale of the London office.

6. Trustees remuneration and expenses

All Board members are directors of Charity, the parent company. No Board member or any person connected with them received any remuneration during the year. Nine Board members were reimbursed for expenses in 2025 totalling £8,922 (2024: eight members were reimbursed £8,668) covering travel, subsistence and accommodation incurred in connection with their duties as members of the Board of Trustees of Dogs Trust. No allowances were paid to Board members, and no direct payments to third parties were made on their behalf. The charity received donations totaling £4,169 (2024: £8,110) from 5 Board members in the year (2024: five Board members).

7. Analysis of expenditure

	Grants £000s	Activities undertaken directly £000s	Support costs £000s	2025 Total £000s	2024 Total £000s
Raising funds					
Donations and legacies	-	36,295	3,784	40,079	36,647
Other trading activities	-	4,121	1,441	5,562	5,257
Investments	-	223	-	223	102
	-	**40,639**	**5,225**	**45,864**	**42,006**
Charitable activities					
Rehoming	-	47,625	16,782	64,407	60,859
Prevention services	683	12,844	6,448	19,975	20,643
International work	8,742	17,259	98	26,099	24,495
Brand	-	4,922	1,538	6,460	2,592
	9,425	**82,650**	**24,866**	**116,941**	**108,589**
Total	**9,425**	**123,289**	**30,091**	**162,805**	**150,595**

Support costs totalling £30,091,000 (2024 - £26,005,000) have been allocated across the activities. These include costs associated with IT totalling £10,131,000 (2024 - £,6,961,000), management and administration (finance, legal, HR, facilities, programme office and central administration costs) totalling £17,236,000 (2024 - £13,321,000), central veterinary services totalling £1,764,000 (2024 - £2,012,000) and contact centre costs totalling £1,680,000 (2024 - £1,773,000). The costs have been allocated based on payroll costs.

Of the total expenditure above £12,899,000 (2024: £9,129,000) related to restricted funds. See note 15 for a breakdown of this expenditure.

Included within support costs are governance costs of £886,000 (2024: £922,000), these include the following amounts:

Group auditor's remuneration	2025 £000s	2024 £000s
Audit	146	153
Other assurance services	4	4
Tax and advisory	6	16
	156	**173**

The audit fee of £146,000 includes £122,000 payable to Crowe U.K. LLP for the audit of the Charity and its subsidiaries, excluding Dogs Trust Ireland CLG for which £24,000 is payable to BDO UK LLP.

Total irrecoverable VAT was £3,188,000 (2024: £2,908,000).

Net income is stated after charging rent payable and vehicle and printing lease costs under operating leases of £1,882,000 (2024: £1,496,000)

During the year the Charity paid grants to its subsidiaries in support of their work. Please see note 22 for further details.

Grants payable to other organisations improving the lives of dogs in the UK and around the world are considered to be part of the costs of activities in furtherance of the objects of the Charity. This is because the Charity's grant programme activity is carried out through organisations, monitored by the Charity, that supports long-term benefits for dogs.

Analysis of expenditure (continued)

(a) International projects:

Grants were made to the following animal welfare organisations outside the Dogs Trust Group as detailed below:

Organisation/project	Delivery country (unless UK)	2025 £000s	2024 £000s
Soi Dog Foundation	Thailand	1,726	1,379
Hope & Animal Trust	India	1,298	796
Blantyre Society for the Protection and Care of Animals (BSPCA)*	Malawi	1,080	562
WVS Thailand	Thailand	826	1,357
Dogstar Foundation	Sri Lanka	753	593
AR Sofia	Bulgaria	425	579
Pan Animalia Galapagos (PAG)*	Galapagos Islands	380	250
Animal Rescue Cambodia (ARC)*	Cambodia	320	291
Ministere de l'Elevage	Guinea	259	167
WVS India	India	230	559
Directorate General of Health Services	Bangladesh	228	-
Perhimpunan Dokter Hewan Indonesia	Timor	140	68
Zambezi Working Donkey Project	Zambia	92	-
Provincial Department of Agriculture, Forestry and Fishery (PDAFF)	Cambodia	89	149
Lanta Animal Welfare	Thailand	74	105
Catholic University of Temuco (UCT)	Chile	70	23
Mbwa Wa Africa Animal Rescue	Tanzania	69	83
Wildlife Friends Foundation	Thailand	65	90
Darjeeling Goodwill Animal Shelter	India	64	113
Charlie's Animal Rescue Centre (CARE)	India	59	60
Assoc Protecao Animalis Vulneraveis	Mozambique	56	-
DRUSTVO PRIJATELJA ZIVOTINJA LJUBIMCI PANCEVO	Serbia	51	48
Universidad Santo Tomás (UST)	Chile	44	40
Help in Suffering	India	37	63
Dog Gang 1500	Bulgaria	34	8
Lao Veterinarian Development Project	Laos	30	-
Universidad San Francisco de Quito	Ecuador	28	21
Mekelle University	Ethiopia	25	36
Beta Zrenjanin	Serbia	24	58
Humane Animal Society (HAS)	India	23	-
Prisma	Peru	23	-
Veterinarians for Animal Welfare (VAWZ)	Zimbabwe	17	40
Just Be Friendly (JBF)	India	17	27
INTERNATIONAL COMPANION ANIMAL MANAGEMENT COALITION	UK	-	155
Universidade Eduardo Mondlane Maputo	Mozambique	-	83
Kashamura Jobogo P Matondo (AJ Tours)	Uganda	-	25
Canadian Animal Task Force	Canada	-	14
Tree of life for animals	India	-	14
Walking side by dog paws foundation	Bulgaria	-	12
Viva Poland	Poland	-	10
Socratus Collective Wisdom Corporation	India	-	10
Beta Zajecar	Serbia	-	5
Funda Nenja	South Africa	-	1
MAYHEW ANIMAL HOME	Afghanistan	(49)	63
Aware Trust	Zimbabwe	(77)	168
Other grant payments under £20,000*		212	45
Total international grants		**8,742**	**8,170**

Each organisation received one grant in the reporting period.

(b) Preventative work grants:

Research grants	2025 £000s	2024 £000s
Grants were made to individuals at the following institutions to support research work:		
University of Edinburgh	364	134
University of Liverpool	141	120
Royal Veterinary College	21	60
University of Lincoln	25	14
The Royal (Dick) School of Veterinary Studies	27	118
University of Salford	1	33
University of Surrey	43	33
	622	**512**
Other grants		
Emergency help grants (i)	61	87
	61	**87**
Total preventative work grants	**683**	**599**

(i) Emergency help grants bring free veterinary treatment for dogs belonging to owners who are homeless, or in housing crisis, including neutering operations, vaccination and worming, as well as non-preventative and emergency veterinary procedures.

8. Staff numbers and emoluments

The average monthly number of employees (full time equivalent) analysed by function was:	2025 number	2024 number
Rehoming centres	837	883
Fundraising, prevention, campaigns and publicity	719	691
Management and administration	137	175
	1,693	**1,749**

The average monthly number of employees (headcount) analysed by function was:	2025 number	2024 number
Rehoming centres	988	981
Fundraising, prevention, campaigns and publicity	725	778
Management and administration	200	184
	1,913	**1,943**

Their aggregate emoluments were as follows:	2025 £000s	2024 £000s
Wages and salaries	61,152	57,816
Social security costs	6,613	5,366
Pension costs	6,504	6,129
	74,269	**69,311**

All pensions are paid from unrestricted funds.

Redundancy and termination payments are recognised when there is a demonstrable commitment on an individual or group basis that cannot be realistically withdrawn.

Redundancy and termination costs totalling £1,488k were incurred in 2025 (2024: £113k) with £nil unpaid at year-end.

Number of employees of the Group who earned from:	2025 number	2024 number
£60,001 to £70,000	51	39
£70,001 to £80,000	27	24
£80,001 to £90,000	12	15
£90,001 to £100,000	5	6
£100,001 to £110,000	5	5
£110,001 to £120,000	-	2
£120,001 to £130,000	-	1
£130,001 to £140,000	4	3
£140,001 to £150,000	-	2
£150,001 to £160,000	1	1
£160,001 to £170,000	1	
£190,001 to £200,000 (*)	1	1
	107	**99**

(*) this band contains the earnings of the Chief Executive in 2025 and 2024.

Key management employees, defined as the Executive Team in the Report of the Directors, received total remuneration as follows:

	2025 £000s	2024 £000s
Wages and salaries	1,335	1,246
Employer's NI	155	149
Employer's pension	198	184
	1,688	**1,579**

9. Tangible fixed assets

Group	Freehold land and buildings £000s	Assets under construction £000s	Motor vehicles £000s	Equipment and fittings £000s	Total £000s
Cost					
Balance at 1 January 2025	173,489	792	4,553	8,805	187,639
Additions	2,420	1,916	67	6,570	10,973
Transfers	4,007	(557)	-	-	3,450
Disposals	(7,506)	-	(3,730)	(5,151)	(16,387)
Foreign exchange movement	564		20	25	609
Balance at 31 December 2025	**172,974**	**2,151**	**910**	**10,249**	**186,284**
Accumulated depreciation					
Balance at 1 January 2025	103,833	-	4,012	6,580	114,425
Depreciation charge for year	6,713	-	229	1,420	8,362
Disposals	(3,722)	-	(3,729)	(5,142)	(12,593)
Transfers	-	-	-	-	-
Foreign exchange rate movement	408		12	19	439
Balance at 31 December 2025	**107,232**	**-**	**524**	**2,877**	**110,633**
Net book value at 31 December 2025	**65,742**	**2,151**	**386**	**7,372**	**75,651**
Net book value at 31 December 2024	69,656	792	541	2,225	73,214

Freehold land and buildings includes freehold land of £15.4m (2024: £15.4m) that is not depreciated.

Charity	Freehold land and buildings £000s	Assets under construction £000s	Motor vehicles £000s	Equipment and fittings £000s	Total £000s
Cost					
Balance at 1 January 2025	162,385	792	4,051	8,387	175,615
Additions	2,332	1,916		6,385	10,633
Transfers	4,007	(557)			3,450
Disposals	(7,506)	-	(3,681)	(5,072)	(16,259)
Balance at 31 December 2025	**161,218**	**2,151**	**370**	**9,700**	**173,439**
Accumulated depreciation					
Balance at 1 January 2025	95,636	-	3,738	6,099	105,473
Depreciation charge for year	6,382		111	1,317	7,810
Disposals	(3,722)		(3,681)	(5,072)	(12,475)
Balance at 31 December 2025	**98,296**	**-**	**168**	**2,344**	**100,808**
Net book value at 31 December 2025	**62,922**	**2,151**	**202**	**7,356**	**72,631**
Net book value at 31 December 2024	66,749	792	313	2,288	70,142

Freehold land and buildings includes freehold land of £13.7 million (2024: £13.7 million) that is not depreciated.

Transfers to land and buildings includes the transfer of a property previously held an investment property by the Charity.

The building was transferred at a value of £3,450,000 - see note 10 for further details.

Intangible fixed assets

Group	Assets under construction £000s	IT software £000s	Total £000s
Cost			
Balance at 1 January 2025	1,482	19,325	20,807
Additions	194	627	821
Transfers	(355)	355	-
Foreign exchange movement	45		45
Balance at 31 December 2025	**1,366**	**20,307**	**21,673**
Accumulated amortisation			
Balance at 1 January 2025	-	2,282	2,282
Amortisation charge for year	-	3,518	3,518
Disposals	-	-	-
Balance at 31 December 2025	-	5,800	5,800
Net book value at 31 December 2025	**1,366**	**14,507**	**15,873**
Net book value at 31 December 2024	1,482	17,043	18,525

Intangible fixed assets include the costs incurred in developing the Group's technology platform and application landscape.

Amortisation is charged to the SOFA on a straight-line basis against the underlying activity to which the intangible asset relates.

Charity	Assets under construction £000s	IT software £000s	Total £000s
Cost			
Balance at 1 January 2025	654	19,325	19,979
Additions	12	628	640
Transfers	(355)	355	-
Balance at 31 December 2025	**311**	**20,308**	**20,619**
Accumulated amortisation			
Balance at 1 January 2025	-	2,282	2,282
Amortisation charge for year	-	3,518	3,518
Disposals	-	-	-
Balance at 31 December 2025	**-**	**5,800**	**5,800**
Net book value at 31 December 2025	**311**	**14,508**	**14,819**
Net book value at 31 December 2024	654	17,043	17,697

10. Fixed asset investments

The Group	Listed investments and investment cash £000s	Investment properties £000s	2025 Total £000s	2024 Total £000s
Market value at 1 January	64,282	3,450	67,732	72,604
Less: Disposals at market value	(22,391)	-	(22,391)	(72,081)
Add: Acquisitions	22,792	-	22,792	70,946
Add/ (less): Investment cash	(593)	-	(593)	(6,980)
Net realised gains	2,183	-	2,183	2,252
Net unrealised gains	1,909	-	1,909	991
Transfer	-	(3,450)	(3,450)	0
Market value at 31 December	**68,182**	**-**	**68,182**	**67,732**

Listed investments and cash investments at market value comprised:

	2025 £000s	2024 £000s
UK fixed interest securities	4,226	4,832
Equities	31,834	29,801
Other investments	31,704	28,872
Cash	418	777
	68,182	**64,282**

At 31 December 2025, the Charity held £27,834,000 in ICS Sterling Liquidity Fund.
No individual listed investment held at 31 December 2025 had a market value that was material to the Group.

The investment property, previously held for investment, was transferred to tangible fixed assets in July 2025 and is now the Charity's head office.
The property was transferred at a valuation of £3,450,000 ; the valuation was performed by independent chartered surveyors BNP Paribas Real Estate at 31 December 2024 to determine the fair value of the property - the valuation of the property is deemed unlikely to have changed materially since this date and is there deemed an appropriate transfer value.

The historical cost of investments held at 31 December:

	2025 £000s	2024 £000s
	62,903	60,970

11. Stock

	Group		Charity	
	2025 £000s	2024 £000s	2025 £000s	2024 £000s
Finished goods	**641**	550	**411**	384

12. Debtors' analysis

	Group		Charity	
	2025 £000s	2024 £000s	2025 £000s	2024 £000s
Trade debtors	**930**	1,502	**875**	1,464
Other debtors	**1,511**	1,200	**1,361**	1,182
VAT claim	**1,994**	2,406	**1,827**	2,133
Amount owed by subsidiary companies	**-**	-	**1,078**	504
Amount owed by parent	**-**	-	**-**	-
Accrued legacies	**55,150**	39,914	**55,150**	39,914
Prepayments & accrued income	**2,680**	2,269	**2,194**	1,840
Total	**62,265**	47,291	**62,485**	47,037

13. Creditors' analysis

	Group		Charity	
	2025 £000s	2024 £000s	2025 £000s	2024 £000s
Trade creditors	**6,925**	3,206	**6,237**	2,798
Other creditors	**2,198**	1,837	**1,975**	1,609
Accruals & deferred income	**3,265**	3,611	**2,683**	3,010
Amounts owed to subsidiary companies	**-**	-	**31**	-
Total	**12,388**	**8,654**	**10,926**	**7,417**

	Group		Charity	
Movement in deferred income	2025 £000s	2024 £000s	2025 £000s	2024 £000s
Balance at 1 January	**847**	1,049	**847**	-
Transfer from old Charity	**-**	-	**-**	1,049
Utilised in the year	**(847)**	(1,049)	**(847)**	(1,049)
Deferred income in the year	**1,205**	847	**901**	847
Balance at 31 December	**1,205**	847	**901**	847

Deferred income is membership income received during this year but in respect of next year, raffle ticket income received in respect of raffles drawn next year and dog school fee income received in respect of classes next year.

14. Provision for liabilities

	Group		Charity	
	2025 £000s	2024 £000s	2025 £000s	2024 £000s
Shared adoption scheme & tax liability	**3,322**	3,390	**3,322**	3,390

	Group		Charity	
Movement in provision for liabilities	2025 £000s	2024 £000s	2025 £000s	2024 £000s
Balance at 1 January	**3,390**	3,554	**3,390**	-
Transfer from old Charity	**-**	-	**-**	3,554
Utilised in the year	**(587)**	(754)	**(587)**	(754)
Charged to the SOFA	**519**	590	**519**	590
Balance at 31 December	**3,322**	3,390	**3,322**	3,390

£2,969,000 of the provision for liabilities relates to the estimated future veterinary costs for dogs on the Shared Adoption and Veterinary Support Schemes.

Under the Shared Adoption and Veterinary Support Schemes, dogs rehomed with certain medical conditions will have the veterinary costs covered for the treatment of that particular ailment for the rest of the dog's life.

The remaining provision for liabilities of £353,000 relates to a provision for future payments to HMRC relating to VAT corrections.

15. Total funds

£000s	Balance 1 January 2025	Movement in funds in 2025: Income	Expenditure	Transfers	Gains and revaluations	Balance 31 December 2025
Unrestricted funds						
Revaluation reserve	**(1,260)**	-	-	-	1,260	**-**
Designated funds						
Rehoming Centre Development Fund	40,198	-	-	(1,043)	-	39,155
Fund for Fixed Assets	91,739	-	-	1,045	(1,260)	91,524
Grants Fund	1,538	-	(538)	2,475	-	3,475
CBR Bursary Fund	81	-	(15)	-	-	66
Total designated funds	**132,296**	**-**	**(553)**	**2,477**	**-**	**134,220**
Free reserves	**76,183**	157,482	(149,353)	(2,477)	4,227	**86,062**
Total unrestricted funds	**208,479**	**157,482**	**(149,906)**	**-**	**4,227**	**220,282**
Restricted income funds						
Freedom	16	181	(197)	-	-	-
Together through Homelessness	16	81	(97)	-	-	-
Fostering	-	50	(50)	-	-	-
International	-	1,568	(1,568)	-	-	-
Veterinary	-	16	(16)	-	-	-
Ballymena	30	561	(556)	-	-	35
Basildon	86	76	(68)	-	-	94
Bridgend	141	1,189	(1,062)	-	-	268
Canterbury	13	156	(160)	-	-	9
Cardiff	14	3	-	-	-	17
Darlington	23	1,045	(1,051)	-	-	17
Evesham	81	376	(452)	-	-	5
Glasgow	62	1,001	(1,056)	-	-	7
Ilfracombe	86	361	(437)	-	-	10
Kenilworth	52	237	(288)	-	-	1
Leeds	120	791	(812)	-	-	99
London	4	538	(538)	-	-	4
Loughborough	15	536	(544)	-	-	7
Manchester	7	83	(86)	-	-	4
Merseyside	67	363	(371)	-	-	59
Newbury	66	23	(60)	-	-	29
Penrith	3	1	-	-	-	4
Salisbury	32	157	(142)	-	-	47
Shoreham	140	764	(867)	-	-	37
Shrewsbury	12	278	(281)	-	-	9
Snetterton	68	1,836	(1,375)	-	-	529
West Calder	12	54	(45)	-	-	21
West Calder Capital Project	-	1,383	(55)	-	-	1,328
Merseyside Capital Project	-	118	-	-	-	118
Thailand - Chonburi Project	-	186	(186)			-
Harefield Capital Project	671	848	(479)	-	-	1,040
Total restricted income funds	**1,837**	**14,860**	**(12,899)**	**-**	**-**	**3,798**
Gertrude R Clarke	242	-	-	-	-	242
Frank Goddard Jackson	670	-	-	-	-	670
Total endowment funds	**912**	**-**	**-**	**-**	**-**	**912**
Total funds	**211,228**	**172,342**	**(162,805)**	**-**	**4,227**	**224,992**

The Rehoming Centre Development Fund has been updated to reflect the expected capital commitment going forward.
The Grant Fund has been updated to reflect the latest committed grants. Fixed Asset Fund reflects the movement of fixed assets during the year and the transfer of an investment property for own use. These movements have come from Free Reserves.

£000s	Balance 1 January 2024	Movement in funds in 2024: Income	Expenditure	Transfers	Gains and revaluations	Balance 31 December 2024
Unrestricted funds						
Revaluation reserve	**(960)**	**-**	**-**	**-**	**(300)**	**(1,260)**
Designated funds		-	-	-	-	
Rehoming Centre Development Fund	31,916	-	-	8,282	-	40,198
Fund for Fixed Assets	90,847	-	-	892	-	91,739
Grants Fund	1,976	-	(1,976)	1,538	-	1,538
CBR Bursary Fund	102	-	(21)	-	-	81
Total designated funds	**123,881**	-	(1,997)	10,712	(300)	**132,296**
Free reserves	**89,199**	**133,951**	**(139,469)**	**(10,712)**	**3,214**	**76,183**
Total unrestricted funds	**213,080**	**133,951**	**(141,466)**	**-**	**2,914**	**208,479**
Restricted income funds						
Freedom	81	81	(146)	-	-	16
Together through Homelessness	16	25	(25)	-	-	16
Dog School		1	(1)	-	-	-
Puppy Smuggling		-	-	-	-	-
Neutering		-	-	-	-	-
Worldwide		12	(12)	-	-	-
Ukraine		-	-	-	-	-
Education		-	-	-	-	-
Veterinary		-	-	-	-	-
Ballymena	21	582	(573)	-	-	30
Basildon	73	264	(251)	-	-	86
Bridgend	127	108	(94)	-	-	141
Canterbury	245	125	(357)	-	-	13
Cardiff	14	-	-	-	-	14
Darlington	31	289	(297)	-	-	23
Evesham	124	151	(194)	-	-	81
Glasgow	27	679	(644)	-	-	62
Ilfracombe	10	904	(828)	-	-	86
Kenilworth	22	611	(581)	-	-	52
Leeds	231	229	(340)	-	-	120
London	2	629	(627)	-	-	4
Loughborough	24	85	(94)	-	-	15
Manchester	2	89	(84)	-	-	7
Merseyside	69	589	(591)	-	-	67
Newbury	22	157	(113)	-	-	66
Penrith	3	-	-	-	-	3
Salisbury	34	476	(478)	-	-	32
Shoreham	34	451	(345)	-	-	140
Shrewsbury	12	1,355	(1,355)	-	-	12
Snetterton	21	262	(215)	-	-	68
West Calder	52	535	(575)	-	-	12
Capital Projects	-	-	-	-	-	-
Home from Home Pilot (Dundee)	-	-	-	-	-	-
Pet Friendly Housing Pilot	122	-	(122)	-	-	-
Evesham Capital Appeal	46	15	(61)	-	-	-
Thailand - Chonburi Project		93	(93)			-
Harefield Kennel Refurbishment	-	704	(33)	-	-	671
Total restricted income funds	**1,465**	**9,501**	**(9,129)**	**-**	**-**	**1,837**
Endowment funds						
Gertrude R Clarke	242	-	-	-	-	242
Frank Goddard Jackson	670	-	-	-	-	670
Total endowment funds	**912**	**-**	**-**	**-**	**-**	**912**
Total funds	**215,457**	**143,452**	**(150,595)**	**-**	**2,914**	**211,228**

Details of the use of designated funds can be found in the reserves policy on page 88.

Details of the use of endowment and restricted funds can be found in the accounting policy on page 100.

16. Analysis of Group net assets between funds

Represented in 2025 by:	Unrestricted £000s	Restricted £000s	Endowment £000s	Total £000s
Fixed assets	91,524	-	-	91,524
Investments	67,512	-	670	68,182
Stock	641	-	-	641
Debtors	62,265	-	-	62,265
Cash at bank and in hand	14,050	3,798	242	18,090
Current liabilities	(12,388)	-	-	(12,388)
Provision for liabilities	(3,322)	-	-	(3,322)
Total net assets	**220,282**	**3,798**	**912**	**224,992**

Represented in 2024 by:	Unrestricted £000s	Restricted £000s	Endowment £000s	Total £000s
Fixed assets	91,739	-	-	91,739
Investments	67,062	-	670	67,732
Stock	550	-	-	550
Debtors	46,612	679	-	47,291
Cash at bank and in hand	14,560	1,158	242	15,960
Current liabilities	(8,654)	-	-	(8,654)
Provision for liabilities	(3,390)	-	-	(3,390)
Total net assets	**208,479**	**1,837**	**912**	**211,228**

17. Operating leases

The following future minimum lease payments under non-cancellable operating leases are payable for each of the following periods:

	Group				Charity			
	2025 £000s Land and buildings	2025 £000s Motor vehicles	2025 £000s Total	2024 £000s Total	2025 £000s Land and buildings	2025 £000s Motor vehicles	2025 £000s Total	2024 £000s Total
Within one year	625	499	1,124	631	81	499	580	629
Between one and five years	753	524	1,277	2,214	1,205	524	1,729	2,186
After five years	2	-	2	-	2	-	2	-
	1,380	**1,023**	**2,403**	**2,845**	**1,288**	**1,023**	**2,311**	**2,815**

Amounts paid under non-cancellable leases are disclosed in note 7.

18. Grant commitments

As at 31 December 2025, the following future grant payments to partner organisations are expected, if conditions are met by the recipient as the grant falls due:

	2025 £000s	2024 £000s
Within one year	2,425	538
Between one and five years	1,050	1,000
	3,475	**1,538**

19. CBR Bursary commitments

As at 31 December 2025, the following future payments to bursary recipients are expected, if conditions are met by the recipient as the bursary falls due:

	2025 £000s	2024 £000s
Within one year	40	40
Between one and five years	26	41
	66	**81**

20. Capital commitments

Councils have authorised the following major development project expenditure over the next five years:

Redevelopment of centres	Authorised and contracted £000s	Authorised not contracted £000s	Total £000s
Glasgow	-	5,150	**5,150**
Leeds	-	555	**555**
Kenilworth	-	2,875	**2,875**
Merseyside	-	11,034	**11,034**
Basildon	-	120	**120**
Harefield	-	1,467	**1,467**
Canterbury	-	50	**50**
Cardiff	-	75	**75**
Darlington	-	100	**100**
Loughborough	-	135	**135**
Manchester	-	71	**71**
West Calder	4,542	3,180	**7,722**
Other	-	9,801	**9,801**
Total	**4,542**	**34,613**	**39,155**

21. Contingent liabilities

The Charity has given an indemnity to repay £0.9m (2024: £1.6m) related to legacy bequests, should the relevant estates be claimed against.

22. Related party transactions

In accordance with Financial Reporting Standard 102, the related party transactions entered into by the Charity are detailed below. All transactions that arose were in the normal course of business.

During the year a grant of £1,799,000 (2024: £1,731,000) was granted to Dogs Trust Ireland CLG in support of its work. £11,000 (2024: £11,000) was owed to the Charity from Dogs Trust Ireland CLG at the year end.

The Charity invoiced £10,000 (2024: £10,000) for office services provided to Dogs Trust Promotions Limited, a subsidiary of the charity. Dogs Trust Promotions Limited gifts its taxable profits to the Charity each year; in 2025 this amounted to £411,000 (2024: £274,000). The Charity was owed £508,000 (2024: £501,000) by Dogs Trust Promotions Limited at the year end.

Grants totalling £371,000 (2024: £591,000) were paid to Dogs Trust USA in 2025 in support to its work. Of this amount £nil was outstanding at the year end (2024: £nil). Dogs Trust USA owed £nil (2024: £nil) to the Charity at year end.

Grants totalling £1,113,000 (2024: £1,970,000) were paid to Dogs Trust Foundation Bosnia by the Charity in 2025 in support to its work. Of this amount £nil was outstanding at the year end (2024: £nil). Dogs Trust Foundation Bosnia owed £nil (2024 - £nil) to the Charity at year end.

Grants totalling £1,726,000 (2024: £1,379,000) were paid to Soi Dog Foundation, a Charity whose trustees include Mr P

Daubeny, who was a director of the Charity in 2025. Of this amount none was outstanding at the year end.

Grants totalling £364,000 (2024: £ 134,000) were paid to the University of Edinburgh. Prof D Argyle and Mrs S Murphy who were directors of the charity in both years, are employees of the University of Edinburgh.

Of this amount none was outstanding at the year end (2024: £nil).

Grants totalling £11,083,000 (2024: £7,565,000) were paid to Worldwide Veterinary Service in 2025 in support of its work. Of this amount £nil was outstanding at the year end (2024: £nil). Grants totalling £213,000 (2024: £262,000) were paid from Dogs Trust USA to Worldwide Veterinary Service in 2025. Of this amount none was outstanding at the year end (2024: £nil).

23. Contingent legacy income

In addition to the legacy income recognised in the SOFA, on the 31 December 2025 the Charity had been notified of 353 residuary legacies (2024: 377 residuary legacies) with a total estimated value of £19,086,000 (2024: £25,455,000). These legacies do not satisfy the criteria relating to probability and/or reliable estimate required by our accounting policy to recognise the income during the year. They are therefore disclosed here as a contingent asset.

24. Financial instruments

The Charity's financial instruments comprise fixed asset investments (see note10) measured at fair value through profit or loss and other financial assets which comprise cash, trade debtors and other debtors (see note 12) and financial liabilities which comprise trade creditors and other creditors (see note 13), measured at amortised cost.

The Charity uses foreign exchange forward contracts to manage its exposure to foreign currency exchange risks. The fair value of these instruments is calculated at the balance sheet date by comparison between the rate implicit in the contract and the exchange rate at that date. The relevant forward exchange rate used is sterling:euro. At 31 December 2025, the Charity had no outstanding forward currency commitments (2024: €nil).

25. Prior year adjustment

The 2024 and 2023 results have been restated due to the following adjustments:

(a) Dogs Trust accounts for legacies as set out in the accounting policy on page 98. A review of the underlying data contained in the legacy management system that is used to calculate the legacy income recognised in the accounts revealed further information and reports which should be used to capture the required information to calculate the legacy accrual.

After this further information was analysed, a re-assessment of the income entitlement of each legacy was performed noting a number of legacies had met the criteria for recognition in earlier financial years, which had not been included due to incomplete information extracted from the legacy management system.

Therefore, a prior period adjustment has been applied to correct the brought forward positions for 2024 and 2023 legacy income. Additional legacies which should have been accrued in 2024 and 2023 total £6,707,000 and £6,323,000 respectively, resulting in restated brought forward funds of £211,228,000 at 1 January 2025.

The comparative figures have been restated as summarised below.

Income from legacies (SOFA)

	2024 £000s Unrestricted	2024 £000s Restricted & endowment	2024 £000s Total
Previously stated	53,277	7,746	61,023
2023 adjustment (reversal of 2023 accrued legacy income)	(5,496)	(827)	(6,323)
2024 adjustment (recognition of 2024 legacy income)	6,028	679	6,707
Restated	**53,809**	**7,598**	**61,407**

Net movement in funds (SOFA)

	2024 £000s Unrestricted	2024 £000s Restricted & endowment	2024 £000s Total
Previously stated	(5,133)	520	(4,613)
2023 adjustment (reversal of 2023 accrued legacy income)	(5,496)	(827)	(6,323)
2024 adjustment (recognition of 2024 legacy income)	6,028	679	6,707
Restated	**(4,601)**	**372**	**(4,229)**

Reconciliation of funds (SOFA)

	2024 £000s Unrestricted	2024 £000s Restricted & endowment	2024 £000s Total
Funds brought forward 1 January (previously stated)	207,584	1,550	209,134
2023 adjustment	5,496	827	6,323
Funds brought forward 1 January (restated)	**213,080**	**2,377**	**215,457**
Funds carried forward 31 December (previously stated)	202,451	2,070	204,521
2024 adjustment	6,028	679	6,707
Funds carried forward 31 December (restated)	**208,479**	**2,749**	**211,228**

Debtors (Balance Sheet)

	Group 2024 £000s	Charity 2024 £000s
Previously stated	40,584	40,330
2024 adjustment	6,707	6,707
Restated	**47,291**	**47,037**

Accrued legacies (Note 12)

	Group 2024 £000s	Charity 2024 £000s
Previously stated	33,207	33,207
2024 adjustment	6,707	6,707
Restated	**39,914**	**39,914**

The Funds of the Charity (Balance Sheet)

	Group 2024 £000s	Charity 2024 £000s
Free reserves (previously stated)	70,155	68,008
2024 adjustment	6,028	6,028
Free reserves (restated)	**76,183**	**74,036**
Restricted income funds (previously stated)	1,158	1,156
2024 adjustment	679	679
Restricted income funds (restated)	**1,837**	**1,835**

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Where to find us

To find opening times and directions to our rehoming centres, visit **dogstrust.org.uk/rehoming/our-centres**

To find your local Dogs Trust charity shop, visit **dogstrust.org.uk/support-us/our-shops/charity-shops**

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