BATTERSEA DOGS' AND CATS' HOME

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2025

Company Limited by Guarantee
Registration Number 278802 (England and Wales)

Charity Registration Number
206394

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Report of the Council of Trustees

The Council of Trustees is pleased to present the annual report and financial statements of Battersea Dogs & Cats Home for the year ended 31 December 2025.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019.

The Trustees confirm that they comply with their duty to have regard to the guidance on public benefit, published by the Charity Commission, when exercising their powers and duties.

Section 172 statement

The Trustees of Battersea, as those of all UK charitable companies, must act in accordance with a set of general duties. These duties are detailed in section 172 of the UK Companies Act 2006 which is summarised as follows:

A Trustee of a charitable company must act in the way they consider, in good faith, would be most likely to promote the success of the charity for the benefit of its stakeholders as a whole and, in doing so have regard to:

- The likely consequences of any decisions in the long term;
- The interests of the charitable company's employees;
- The need to foster the charitable company's business relationships with suppliers, customers and others;
- The impact of the charitable company's operations on the community and environment;
- The desirability of the charitable company maintaining a reputation for high standards of business conduct; and
- The need to act fairly between members of the charitable company.

The following statement summarises how the Trustees fulfil their duties.

Long-term decision making

The Trustees are responsible for the organisation's strategic direction and, accordingly, all significant decisions are considered and approved by the Board of Trustees. In fulfilling this role, the Board gives due regard to the long-term implications of both strategic and operational decisions. It recognises that sustainable success is underpinned not only by short-term performance, but also by the organisation's resilience and capacity to adapt over time.

A robust governance framework is in place, as outlined on page 31. Board sub-committees provide oversight of key strategic areas and support the consistent application of best practice. This structure ensures that decision-making processes are well-informed, rigorous, and timely, and that effective controls, together with comprehensive risk assessment and management systems, are established and subject to regular review.

By embedding long-term considerations into its decision-making processes, the Board seeks to promote the enduring success of the charity and maximise its charitable impact for beneficiaries over the longer term.

People Engagement & Wellbeing

The Council of Trustees recognises that our people (paid colleagues and volunteers) are at the heart of our work for dogs and cats given their specialist skills and knowledge and propensity to go above and beyond.

Following sign-off of the People Strategy by Trustees in December 2024, roadshows took place in Q1 2025 at all three centres with People & Culture and Volunteering leaders introducing the People Strategy to staff and volunteers and answering questions. These were extremely well received as measured by post-event questionnaires.

The Volunteering team has further professionalised, achieving Investing in Volunteers accreditation for the third time - the UK quality standard for good practice in volunteer management recognising an organisation's ability to provide an outstanding volunteer experience.

In addition to our existing provision for all employees of a Health Cash Plan, Employee Assistance Programme, Bereavement support, Mental Health First Aider network and support, flu vaccinations, we also have a new Wellbeing Support Coach who provides additional in person or virtual support to frontline colleagues or individuals who may experience traumatic situations. Our Academy staff also receive Samaritans training to support their interactions with adults at risk and specialist Helplines training for frontline Operations staff to support their skills in managing challenging situations. We have improved our mandatory health and safety and compliance training programmes achieving high levels of completion, engagement, developing knowledge and skills in the areas of Data Protection, Cyber Security, Display Screen Equipment, Fraud prevention, Safeguarding, Whistleblowing, Diversity & Inclusion, and Health and Safety.

Battersea continues to engage with its employees through a variety of face to face and digital channels including our Intranet and digital communication channels, weekly news bulletins, monthly managers cascades, regular leadership updates, Roadshows and Town Hall events, staff social events and activities, end of year events and pulse surveys. Battersea Matters is our staff consultation group, made up of elected representatives from across the whole organisation, to discuss key organisational and employee priorities. The group met three times in 2025.

Battersea continued to adapt its communications with its volunteers and foster carers to keep them engaged and up to date with Battersea's news and key projects, and to seek their feedback. As well as the regular newsletter, volunteers were invited to organisation-wide webinars, Town Halls and Roadshow events undertaken this year.

Community and Environment
The trustees considered the charity's environmental impact and implemented several measures to support sustainability, including a newly launched Environmental Strategy. These are outlined in full in the SECR report on page 23.

Reputation and business conduct
All decisions were made with integrity, ensuring the charity's reputation and relationships were maintained. This includes adhering to ethical fundraising practices and safeguarding policies.

Stakeholder Engagement
Our Service Users
Battersea continues to engage with service users to help understand and improve their experience. In 2025 we:

- Surveyed Pet Advice Line users to assess satisfaction and the impact of our guidance and gathered feedback from Battersea Academy to monitor their experience and shape ongoing delivery.
- Carried out UX testing and targeted surveys across our digital platforms.
- Customers also provided insights through rehoming applicant email surveys, post rehoming aftercare surveys and a dedicated study exploring appetite for evening rehoming appointments.

Donors

At Battersea, we are indebted to our supporters and greatly value all the donations given to us ensuring they are carefully spent to allow us to be here for every dog and cat. 2025 saw us continue to engage with our supporters in a variety of ways in order to better understand their perspectives and reasons for supporting, including:

- Thousands of our supporters were surveyed as part of the About Loyalty Chase Index Survey (a sector wide Loyalty index) and Battersea remained one of the top performing charities with a score of 6.13 out of 7. Responses have shown areas for improvement where we can enhance our relationships with supporters further which we are taking forward.
- We hosted our Commercial Partnerships Day where around 50 attendees from 25 companies joined, creating valuable conversations. Feedback from the event was that partners found the event inspiring and they enjoyed networking.
- We started a research project for Supporter-led Fundraising, where we will seek to understand the motivations of our individual and organisational supporters who raise money for our work. We will then use this insight to inform and improve how we steward these supporters, for example.

General Public

Understanding how the wider public experiences Battersea's work is also vital to shaping future services and campaigns. In 2025 we:

- Conducted research with struggling cat owners to provide insight into barriers to responsible ownership and opportunities for earlier or more accessible support.
- Undertook research with dog and cat breeders to build a clearer understanding of breeder motivations, the current marketplace, and the factors that support higher-welfare practices.
- Gathered insight from Gumtree users exposed to our Breed Decision campaign to assess how the activity influenced breed choices or improved understanding of suitable breeds.

Parliamentarian and Government Policy Teams

Battersea's work to drive policy and legislative change to benefit animal welfare wouldn't be achieved without close collaboration with politicians and government policy teams.

In 2025, we worked to support the passage of two major pieces of legislation, the Renters' Rights Act and the Animal Welfare Imports Act, both of which marked significant milestones in long standing Battersea campaigns. At the end of the year, the Government chose Battersea's site to launch its new Animal Welfare Strategy, which sets a framework for the years ahead for which animal welfare policy issues will be prioritised. All this was underpinned by our business-as-usual work of creating and cultivating stakeholder relationships, briefing into relevant parliamentary debates, responding to policy consultations, and organising and attending receptions and events.

Sector Partners

We continue to work with our sector partners to drive forward Battersea's 'Our Voice' strategy. We hosted a roundtable, bringing together 40+ stakeholders from over 20 organisations, sharing our research and fostering collaboration as we seek to address the ongoing demand for dogs and cats with extreme physical characteristics detrimental to health and welfare. We continued our longstanding partnership with Mars Petcare on the Pet Friendly Properties campaign, and this helped us respond effectively to several challenges that emerged over the course of the year, including unexpected amendments being tabled to the Renters' Rights Act at late notice. Elsewhere, we've taken forwards our work with the Dog Control Coalition to bring together organisations to underline that a new, non-breed-specific approach to dog legislation is needed to better protect public safety. And we're working cross-sector to try and agree a common approach and position on permitted exemptions relating to the Imports Act, to ensure that the new law closes routes for low welfare dog and cat imports.

Our objectives and activities

Battersea puts the health and welfare of dogs and cats at the very core of everything it does and in doing so we make a significant difference to the lives of animals through our activities.

Battersea's core operational activities are directed towards improving the lives of dogs and cats, principally those that come directly into our centres, through our intake, assessment, rehoming, and clinical activities, but also those beyond our centres through our work and engagement with key stakeholders and decision-makers in Government on animal welfare issues and supporting other organisations in the UK and worldwide through our Global Programmes.

2025 represents the first fully operational year of Battersea's Strategy **'Here for Every Dog and Cat'.** This describes our Mission as follows:

*Working with others we will create lasting change for dogs and cats. We will seek to **prevent** the causes of poor dog and cat health and welfare, **support** individuals and communities who most need help with their dogs and cats, and provide and enable expert **care** for the dogs and cats that need a place in rescue.*

Our ambition through this Strategy is to help many more dogs and cats than ever before. We will champion the sharing of knowledge, learning, and experience, and a collaborative approach in responding to the challenges we face. We will place a significant, additional emphasis on upstream, preventative work and help more owners keep their pets through a new strategic focus on advice and support, all the time ensuring we are here for owners facing the heartbreaking decision to give up a much-loved pet.

By **2029,** we will:

- Help more people make better choices when acquiring and caring for dogs and cats.
- Improve health and welfare standards in the breeding and sale of dogs and cats.
- Expand our efforts to reduce stray and roaming dog and cat populations.
- Help people better understand the health and welfare needs of their dogs and cats.
- Deliver targeted, accessible, empathetic, and timely advice and support to those in most need.
- Open up the benefits of pet ownership to more people.
- Invest in our centres to constantly improve their ability to meet the needs of all the dogs and cats in our care.
- Ensure Battersea is a trusted, preferred choice for those giving up or seeking a dog or cat.
- Bring the rescue and welfare sector together to share knowledge and expertise and achieve better outcomes for more dogs and cats.

Our achievements and performance

2025 marked the first operational year of Battersea's new five-year Strategy built around three central pillars: to **prevent** the causes of poor dog and cat health and welfare; to **support** individuals and communities who most need help with their dogs and cats; and to provide and enable expert **care** for the dogs and cats that need a place in rescue.

Considerable progress was made to help dogs and cats beyond Battersea's three centres, through grants and training, campaigning milestones, and the development of a new advice and support strategy, which focuses on driving more informed decision making among prospective and new owners, and providing targeted, impactful support to struggling owners. This significant emphasis on upstream, preventative work to help more owners keep their pets was accompanied by continued support for the dogs and cats that need our help at our centres. Our charity continued to deliver the highest standards of animal welfare, whilst undertaking one of the biggest data transformation projects in our history to move all our customer and animal data onto a new Salesforce CRM system. This is a notable change project that requires us to carefully manage our customer and animal interactions to enable a successful transition.

In 2025, we:

- Took in **1,989 dogs and 1,745 cats** at our three centres including 601 stray dogs from Local Authorities and 1,024 dogs and 1,038 cats relinquished by their owners.
- Supported animal rescue and rehoming partner organisations across the UK by taking in 268 dogs and 85 cats for rehoming.
- Helped 620 dogs and 391 cats through our free behaviour advice line for struggling pet owners.
- Reached **679 individual learners** from **300 organisations** in 37 countries with our Battersea Academy training, more learners than ever before, bringing the total number of learners since the Academy launched in 2018 to over 1,500.
- Helped more than **210,000 dogs and cats in our focus countries** (UK, South Africa, Greece, Sri Lanka, Thailand) through our grants programme.
- Jointly led a **Strategic Alliance with StreetVet to support 5,000 pets and their owners in 12 new locations over five years.**
- Began work with the **Sri Lankan government** and partners to co-design a national dog population management action plan.
- Launched a **Future Ready Grants programme** to build sustainability and professionalism amongst UK rescue and rehoming organisations.
- **Celebrated major campaigning victories** with the passing of two new laws that will help millions of dogs and cats for years to come. A new Imports Act will significantly restrict puppy and kitten smuggling and the ability to import animas with cruel and unnecessary mutilations, and the Renters Rights Act includes measures to make it easier to keep a pet in rented homes.
- Hosted the DEFRA Secretary of State for the launch of the Government's new **Animal Welfare Strategy** which includes several commitments long advocated by Battersea.
- Piloted a new WhatsApp service to provide timely advice to new dog owners with 95% of survey respondents positively rating the overall experience.
- Achieved **Investing in Volunteers accreditation** for the third time and received 47,406 hours (6,772 days) of support from our onsite volunteers.
- Delivered the first phase of a major **data transformation project** to improve how we record and manage our customer, supporter, and animal data.

PERFORMANCE BY STRATEGIC THEME

PREVENT

We will prevent the causes of poor dog and cat health and welfare and reduce the numbers of dogs and cats needing rescue centres.

USING OUR VOICE

Research explored public attitudes and behaviours toward breeds with **extreme characteristics**. We convened a roundtable with stakeholders from the pet sector, academia and government to share insights and encourage collaboration, and supported the launch of the Innate Health Assessment (IHA) tool for assessing dogs used for breeding, with plans to extend it to cats.

Campaigning focused on the Imports Bill and raising awareness of ear cropping among younger audiences, including a TikTok led 'Joy of Ears' campaign that exceeded engagement targets. Import Bill activity generated over 18,000 supporter emails to MPs and contributed to the Bill passing in Q4, restricting puppy and kitten smuggling and imports of ear cropped dogs.

Behaviour change work continued through the **Breed Decision project**, which successfully tested ways to challenge breed fixation on Gumtree, producing above benchmark engagement and improved search behaviour.

Alongside public mobilisation, we worked across the sector and with policymakers to **strengthen legislation and systems** influencing animal welfare. Cross party support was secured for amendments to the Renters' Rights Bill, including removal of pet damage deposits, and the final Act incorporated Battersea's recommendations. YouGov research we commissioned generated **extensive media coverage** highlighting the challenges faced by renters with pets.

We also hosted a Labour Party Conference event focused on the Government's new **Animal Welfare Strategy,** which was later launched at Battersea with the Secretary of State for Defra. A 12-month study with Anglia Ruskin University found stronger links between dog bites and poverty than breed, helping inform future policy work. In Scotland, we contributed to the new **Responsible Dog Ownership taskforce** through Enforcement and Data groups and input to the DEFRA backed draft report.

REDUCING STRAY AND ROAMING DOG AND CAT POPULATIONS

The Grants & Programmes team awarded **25 new grants worth £5.9m**, to help empower communities to proactively manage dog and cat populations. All organisations with targets for trap, neuter, vaccinate and release programmes met their annual targets, resulting in more than **188,000 animals helped** through Prevent pillar grant activity.

Key highlights by programme are summarised below:

- **Greece:** Battersea awarded a £1.9m phase-one grant to Zero Stray Pawject to deliver municipal **training on new animal welfare laws** and **expand mass neutering** in Crete, benefiting over **61,000 owned dogs**. Additional grants were provided to Travel Animal Rescue and Tierfreunde Lesvos for neutering and vaccination work on Lefkada and Lesvos, while Nine Lives continued its **population-management work** and engagement efforts in Athens. Animal Action Greece also presented its

Battersea-funded project on Paros and Antiparos at the Eurogroup for Animals conference in Brussels.

- **South Africa:** SAVA CVC sustained strong progress, delivering over **136,000 vaccinations** in Q1. New grants supported the Animal Welfare Society in Stellenbosch, the Cape of Good Hope SPCA, and Funda Nenja to advance **population management** and **community education**. The Barking Mad Network ran first-round **stakeholder workshops** across all provinces and visited 200 rescues and shelters nationwide, engaging animal welfare groups, vets, and local authorities.
- **Thailand:** Jai Dog and Soi Dog continued to meet their capture, neuter, vaccinate targets. Jai Dog bolstered its education programme delivery with additional staff and technology investment.
- **Sri Lanka:** Battersea engaged with Sri Lanka's Ministry of Health and Colombo Municipal Council on rabies and dog-population management, leading to a government invitation to co-design a **national action plan** aimed at **eliminating dog-mediated human rabies deaths by 2030**. The Animal Wellness Trust completed Phase 1 of its grant early with the opening of its **onsite clinic**, while DogStar launched a new **mobile clinic** and participated in the FAO's One Health initiative, strengthening future policy and funding opportunities. Three **Rapid Response** grants were provided to organisations affected by **Cyclone Ditwah**.
- **Special Programmes:** Grant awarded to Metropolis to run Solutions Lab workshops, bringing together city leaders, policymakers and technical experts to share effective strategies for **dog and cat population management**. The sessions attracted around 50 participants from multiple cities.

SUPPORT

We will support individuals and communities who most need help with their dogs and cats to enable animals to remain where they are loved and cared for.

DELIVERING ACCESSIBLE SUPPORT TO THOSE IN MOST NEED

New research into struggling cat owners dealing with severe behavioural issues highlighted opportunities for future advice and innovative solutions under the Prevent and Support pillars. Our online pet advice has been enhanced to improve quality, usefulness and reach for those who need it most, including AI-powered search optimisation

A **My Developing Dog innovation pilot** went live in December using WhatsApp to provide timely advice to new owners of Cocker Spaniels. The pilot showed promising early signs, reaching 327 active users in the first month with 95% of survey respondents positively rating the overall experience.

The free **Behaviour Advice Line** continued to support struggling owners, with the most common issues being house soiling in cats and overstimulation in dogs. The canine behaviour team supported intake enquiries from owners needing urgent help with aggressive dogs in the home and began operating seven days a week.

WORKING WITH PARTNERS

The annual target of 20,000 dogs and cats helped through grants to the Support pillar was exceeded. We launched our **five-year strategic Alliance with StreetVet** on digital channels and in the media using new imagery featuring joint branding. This was followed by a breakfast roundtable event in June for cross-sector stakeholders to discuss Battersea-funded Homeless Link research findings and policy recommendations and. Ten mobile outreach locations were confirmed for year one of the Alliance with 8 delivered in 2025 and 2 early in 2026.

Battersea's partnership with Fareshare delivered 236,000 meals to pet owners struggling with financial pressures in 2025, with valued support from Lily's Kitchen. In 2026, we plan to build on this success by expanding our network of pet food partners to increase reach and strengthen long-term resilience of supply.

An 18-month **Royal Veterinary College research grant** began ("Problem Pups") focusing on the nature and severity of caregiver burden in UK owners of dogs with problem behaviours and a new University of Glasgow research project commenced which focuses on the physiological and behavioural impact of a dog's early life.

A new grant was awarded to the **Animal Charity Pharmacy,** a new charity that will act as an online pharmacy fulfilling prescriptions for discounted veterinary medication to animal focused charities, rescue pet owners and individual owners of assistance dogs.

CARE

We will provide expert care for those dogs and cats that still need a place in rescue so that they receive the support they need as soon as possible.

APPLYING OUR EXPERTISE

1,989 dogs and 1,745 cats were taken in at our three centres, including 692 stray dogs and 539 stray cats. In Q1, prior to reducing intake to facilitate the move to our new CRM system, we saw 13% more cats and 3% fewer dogs admitted year on year and a 21% rise in stray cats compared to the same period in 2024. **Unplanned walk-in admissions** at our London centre, accounted for more than 10% of our intake in Q1. Many of these dogs were large breeds which affected our ability to rehome them quickly.

43 **banned breed (Section 1) dogs** were taken in across the year, representing 2% of total dog intake, a significant reduction on 2024 levels when we took in 133. Of these, 18 were Pit Bull Terrier types and 16 were XL Bully types.

Throughput at our centres was heavily affected by the **CRM system change in Q2**. Intake was reduced gradually to support the transition to the new system.

Behavioural complexity in the dogs entering our care increased significantly across the year. Enhanced behaviour assessments noticeably increased quarter by quarter throughout the year and dog rehoming remained particularly challenging due to the types of animals requiring our support and the mismatch with rehoming demand. Large-breed adult dogs (30kg+) represented at least 17% of dogs in our care in Q3, with only 7% of customers requesting these breeds. Only 10% of Q3 intake consisted of small-to-medium dogs with low behavioural or medical needs.

RAISING STANDARDS AND DRIVING A MORE CONNECTED SECTOR

Work progressed on the new **Stray Dog Support Programme**, including visits to eight local authority dog wardens, development of a Theory of Change, and drafting good practice guidelines. A City Hall event on dog straying, attended by 40% of the London Assembly, generated BBC coverage. The event aimed to raise awareness of the rise in dog straying across London, with stray dogs making up an increasing proportion of Battersea's intake, and to gather examples of local best practice to help tackle the root causes.

The Academy trained **679 learners** from 300 organisations across 37 countries, with high attendance and a Net Promoter Score of 78. A residential week was delivered to 22 learners, and the International Dog and Cat Welfare Conference grew to 267 participants. A new Leadership Programme received 30 applications, with 19 participants accepted. Vets from Dogstar and the Animal Wellness Trust took part in a learning exchange.

2,914 animals were helped through Care pillar grants. A new **Future Ready grants programme** launched in September supporting UK organisations who are members of the Association of Dogs and Cats Homes to build their sustainability and professionalism.

OUR ENABLERS

OUR SUPPORTERS

We offer our heartfelt thanks to each and every one of **our donors and supporters** who continued to give their time and money throughout 2025. Everything we do at Battersea is only made possible through the funds we receive from members of the public, along with the generous contributions from our partners. Every penny we receive makes a genuine difference to the work that we do. Together we can continue to improve the lives of dogs and cats across the UK and around the world.

In 2025 we raised a total of **£68.4m** in income from all activities, thanks entirely to our generous supporters. Annual **gross fundraising income** reached **£34.8m** with **legacy income** reaching **£31.4m** representing over 900 kind gifts left to Battersea in supporters Wills.

Key achievements in 2025 include:

- DRTV (Direct Response TV) fundraising recommenced and exceeded targets by 29% in Q4, boosted by a refreshed Legacy TV creative.
- Free wills campaign significantly overperformed.
- Regular Giving telemarketing exceeded all conversion targets, with improved call monitoring and mystery shopping scores.
- Lottery player numbers stabilised.
- New stewardship approaches in supporter-led fundraising reduced withdrawals and increased average gifts by 25%.
- Carol concerts raised a record amount of donations and sold out across all three nights.
- Renewed interest from high-value prospects through high-profile events including Royal opening of the Pat Myers Memorial Garden.
- Securing sponsorship of our Hydrotherapy centre with Antinol.
- People's Postcode Lottery awarded an annual grant in the eleventh year of our partnership.
- Major new partnership deal secured with Sainsburys on Natures Goodness dog food.

OUR PEOPLE

Following the launch of a new People Strategy at the end of 2024, work across 2025 focused on building **organisational change capability** and embedding clearer governance.

We achieved **Investing in Volunteers accreditation** for the third time. 47,406 hours (6,772 days) were donated by onsite volunteers in 2025. At the end of the year Battersea had **327 active onsite volunteers and 408 active foster carers**. 101 onsite volunteers and 93 foster carers were recruited with the support of two multi-channel **fostering recruitment campaigns** driving high quality applications across all sites and improvements in shortlist rates.

Inclusive recruitment advanced throughout the year with the launch of new online training for recruiting managers. Recruitment deep dives for disability and ethnic diversity began in the second half of the year and continued into Q4. Policy improvement work continued with enhancements to Bereavement and Compassionate Leave including the introduction of Pet Bereavement leave. Workplace adjustments training for managers began and gender pay gap reporting showed continued progress.

OUR AUDIENCES

Brand awareness activity ran in two bursts. The first (February–March) strengthened message recall through linear TV, cinema, on-demand platforms and a new Netflix Pause Ad. The second (September–October) added digital and PR activity, plus a high-impact Elizabeth Line takeover, achieving record brand recognition of 24%.

Media coverage remained strong throughout the year. A new six-episode series of ITV's For the Love of Dogs reached an average of two million viewers, supported by 717 media mentions and a 2.2bn reach, with social content generating 1.1m impressions.

Battersea's feature on BBC ONE's **Interior Design Masters** reached around 3.4m viewers and generated 300+ media mentions, with additional coverage from interviews with Alan Carr reaching 217m.

At the Chelsea Flower Show, Battersea's **RHS dog garden designed by Monty Don** secured over 1,200 press mentions and a 3.3bn reach. A subsequent **visit from Royal Patron** Queen Camilla—who also adopted a Battersea dog, Moley—generated more than 1,100 additional mentions, with the adoption story driving a further 400.

CONTINUOUS IMPROVEMENT

New **research projects** conducted in the year explored challenges faced by Local Authorities and struggling cat owners to inform our Advice and Support strategy and Stray Dog Support Programme, and research to better understand the breeder landscape to inform Our Voice activity. An insight immersion session was developed and delivered to Directors to explore emerging audience trends and implications for Battersea's strategic direction.

Content for a new Academy course on **impact measurement** was developed and delivered, supporting other rescues to measure and monitor the impact of their work to deliver better outcomes for dogs and cats.

Internal reporting began against a new **Results Framework,** and a new **Theory of Change** was produced. We developed **Value for Money principles** and published an **Environmental**

Strategy ready for roll out in 2026. A **Fraud Action Plan** was completed with initial actions taking place in the second half of the year.

TECHNOLOGY

Planning began to reposition apprenticeship levy use toward digital, data and technical skills as part of wider **Technology Strategy development** planned for 2026. Internal audit outcomes across **cyber security** were positive, demonstrating improved resilience in the function.

Our **Launchpad project** remains a strategic priority, an organisation-wide programme of work that aims to transform how we collect, store, and use information and data about our animals and supporters. The Animal phase of Launchpad went live in July, with new website developments and content and email updates implemented and tested in good time before the 'cutover' period. Content and messaging updates to customer-facing digital communications (webpages, emails) were drafted and finalised, incorporating key changes to the Launchpad rehoming and intake processes as well as insights from existing audience research.

Planning to move Income Generation teams and data across to the new system progressed throughout the year including process mapping, governance and operating models and integration platform tendering.

Financial review

Income

Total income was £68.4m (2024: £70.3m) for the year – a decrease of £1.9m from 2024. This was due to lower legacy income at £31.4m (2024: £32.6m). Income received from Donations increased slightly to £27m (2024: £26.8m). Income from Trading activities (which includes income from our Raffle and Lottery products) reduced by 5% versus 2024. Investment income remained flat to 2024 and charitable income generated from rehoming our animals reduced by 51% (£0.4m).

	2025 £m	2024 £m	Change %	Ratio %
Legacies	31.4	32.6	-4	46
Donations	27.0	26.8	1	39
Gifts in kind	0.6	0.7	-16	1
Trading activities	7.2	7.6	-5	11
Investment income	1.8	1.8	2	3
Charitable income	0.4	0.9	-51	1
Total Income	**68.4**	**70.3**	**-3**	**100**

Expenditure

Total expenditure increased by £8.2m to £71.7m for the year (2024: £63.4m). The amount we spent on caring for animals at Battersea increased to £24.7m (2024: £23.1m). Grant giving and Academy expenditure increased to £7.9m (2024: £6.3m) due to the compounding nature of building a multi-year grant programme. Education and awareness costs increased year-on year being £8.9m (2024: £8.2m). Costs of raising funds increased versus 2024 being £19.1m (2024: £16.3m). Support and governance costs increased to £10.4m (2024: £8.8m) driven by investments in technology specialists to support our Launchpad programme post go-live, and the impairment of the CRM asset.

	2025 £m	2024 £m	Change %	Ratio %
Care of animals	24.7	23.1	7	35
Grant giving and Academy	7.9	6.3	26	11
Education and awareness	8.9	8.2	8	12
Raising funds	19.1	16.3	17	27
Gifts in kind	0.6	0.7	-16	1
Support and governance	10.4	8.8	18	15
Total Expenditure	**71.7**	**63.4**	**13**	**100**

Pension

Battersea operates a defined contribution pension scheme for its employees. It also has a legacy defined benefit pension scheme which was closed to new members from September 2010. At the end of September 2013 this was also closed to future benefit accrual, to help mitigate any future liability.

As at 31 December 2025 the pension scheme was in a surplus position of £5.7m (2024: £10.2m). In line with FRS 102, the surplus on the pension scheme has not been recognised in the financial statements for the year ended 31 December 2025.

Full detailed information on Battersea's pension schemes, including the defined contribution scheme, can be found in note 18.

Investment powers and policy

Under the Memorandum and Articles of Association, the charity has the power to make any investments which the Council of Trustees see fit. The Trustees are aware of the importance of responsible investment in making decisions that align with our charitable purpose and objectives, alongside their responsibility for maximising investment returns without jeopardising the charity's reputation. They therefore require their investment advisers to refrain from investing in any company that is involved directly in the use of experimental animals for non-clinical research, or sub-contracts to companies that make use of such animals, unless there is a legal or regulatory requirement to do so. In addition, Trustees have committed to applying principles of ESG in investment decisions in so far as they do not result in significant financial detriment to the Charity and will therefore ask Sarasin & Partners and TrinityBridge to make the appropriate recommendations. If in doubt, they are asked to refer to the Chair of Council. Our investment advisers confirm adherence to this policy through a formal quarterly screening of our investment portfolio.

This gives Trustees assurance that there are no listed investments adverse to the purpose of the charity, thereby complying with the requirements of the Statement of Recommended Practice (SORP) and the Charity Commission's revised guidance note CC14.

Investment diversification within the above criteria is used to reduce risk exposure. The Trustees also prohibit high-risk investment. The Council of Trustees, together with their advisers, set benchmark weightings for the portfolio and a benchmark for income yield.

The Council of Trustees place the emphasis on maximising long-term, sustainable investment growth and actual performance is reviewed against the benchmark return with both Sarasin & Partners and TrinityBridge annually.

Reserves

The aim of Battersea's Reserves Policy is to ensure that the charity's ongoing activities are protected from unexpected fluctuations in its income and expenditure. In setting the reserves Policy, the Council of Trustees is influenced by strategic risks facing the charity – not least the fact that the charity is close to wholly reliant on voluntary income to continue its charitable undertakings – which being uncertain sources of revenue may not always provide the necessary funds to cover essential costs. Trustees have affirmed the target range for free reserves to be maintained between 6 to 12 months of future budgeted charitable, support cost and capital expenditure which equates to between £26.8m and £53.6m. This would allow for our activities to continue as normal during temporary falls in income or allow contingency plans to be implemented in the event of a more significant downturn in income or unanticipated increase in expenditure. This level is deemed appropriate when considered alongside the major strategic and operational risks currently faced by the Charity.

Free reserves (that is, those unrestricted funds not tied up in tangible fixed assets or other designated funds, excluding any pension assets) increased during 2025 to £52.8m (2024: £52.6m), representing 11.8 months of charitable, support cost and capital expenditure.

Trustees balance the need to maintain an appropriate level of free reserves to manage anticipated risks with funding of key initiatives to increase Battersea's charitable impact. Our plan for 2026 involves significant additional investment across charitable spend and income generation and as such an operating deficit is projected. This will reduce free reserves to between the mid-point and maximum of our target range by the end of 2026, with free reserves projected to remain within this range in future periods.

The **Fixed Asset Fund** of £62.3m (2024: £61.6m), represents the net book value of Battersea's fixed assets – principally the value of the land and buildings on our three sites.

The **Multi Year Grants fund** exists to ringfence funds for grants awarded but where conditions for release have not yet been met. At 31 December 2025, the balance on the fund stood at £7.9m (2024: £8.4m), which represents awards to twenty-five organisations (2024: nineteen).

The **Data Strategy fund** reflects monies set aside to deliver our Launchpad programme. The fund has remained stable during the year representing spend of £5m and additional budget approved of £5m, closing the year at £3.1m (2024: £3.2m).

The **Site Development Fund** represents monies set aside to meet the costs of future planned capital refurbishment works across Battersea's three sites. As at 31 December 2025, this stands at £1.4m (2024: £2.0m).

The **Strategic Implementation fund** was established to meet the costs of implementing new initiatives to support the delivery of Battersea's new five-year organisational strategy. The balance on this fund at 31 December 2025 is £1.2m (2024: £3.2m).

Total funds at year end were £129.2m (2024: £130.9m).

Trustees review and monitor this policy annually.

Plans for future periods

Alongside the continued delivery of existing significant programmes of work, including Launchpad, we will deliver growth in impact for dogs and cats.

In 2026 we will…

PREVENT

- Campaign to reduce the popularity of dogs and cats who have been bred to look in a way that impacts their health and welfare.
- Help people make more informed decisions about the dogs and cats they acquire.
- Respond to Defra's Animal Welfare Strategy including improving welfare in dog breeding.
- Deliver grants to prevent the root causes of suffering in focus countries including a national action plan in Sri Lanka.
- Deliver new Academy dog and cat population management training with ICAM and develop a strategic approach to cat population management in the UK.

SUPPORT

- Continue to deliver our Advice & Support strategy including updated content on the key reasons for dog/cat relinquishment.
- Continue to deliver our strategic Alliance with StreetVet to help transform the lives of people and pets experiencing homelessness including the launch of new mobile outreach locations.
- Support those who need a helping hand with feeding their pets through our Fareshare partnership.
- Deliver key grants including to improve access to veterinary care.
- Provide support for landlords and renters on navigating the pet provisions in the new Renters Rights Act.

CARE

- Return to optimal throughput of dogs and cats through our centres.
- Deliver our Stray Dog Support programme working with up to 10 Local Authority partners to improve dog welfare.
- Plan the redevelopment of the cattery at our Old Windsor centre.
- Drive the growth and reach of the Battersea Academy.
- Roll out the Future Ready programme in the UK to support the professionalisation and sustainability of rescue organisations.

Within our Strategic Enablers, key pieces of work include the continued implementation of our Income Generation strategy, delivering the Income Generation CRM transition and continued work on improvements to the Animal CRM system to improve animal throughput. We will develop our first audience engagement strategy, and optimise our communications, marketing and fundraising investment via the results of econometrics work.

Principal Risks and Uncertainties

An established risk management framework is in place to identify key strategic and operational risks and ensure they are effectively managed through clear controls, defined accountability, and appropriate escalation.

Battersea's Risk Management approach includes:

- ongoing review by Directors and Senior Leadership of existing and emerging risks that may impact the organisation;
- quarterly oversight by the Finance, Audit & Risk Committee of strategic risks and material issues;
- implementation of relevant policies, processes and procedures to mitigate identified risks; and
- measures to minimise or manage the potential impact should those risks materialise

Battersea considers the current strategic risks to the charity to be:

Risk Description	Mitigation
CRM Replacement Project – ongoing CRM replacement project fails to be delivered successfully	Phase 1 of the project, replacing our online animal management system, was completed in Summer 2025. Phase 2 is underway, focused on the replacement of our CRM in 2026. The project continues to be closely monitored via a robust governance framework, overseeing delivery, timelines, emerging risks, lessons learned, and detailed budgeting.
Cyber - Risk that our systems are compromised due to a cyber security breach	Battersea implements a range of recognised, best-practice technologies designed to reduce exposure to cyber threats. The risk environment remains elevated due to the intensity of external threat actors. A new CIO is in place, and we continue to introduce new tools and policies to mitigate cyber risks, as well as regular testing and audit of systems and processes.
Fundraising - External factors negatively affect our ability to fundraise effectively	Continued investment in income generation supports delivery of strategic growth, alongside ongoing diversification of income streams. Performance against income targets and KPIs is closely monitored to ensure spend on income-generating activities can be adjusted as needed.
Inability to communicate our impact - Risk that we are unable to clearly evidence and communicate our impact, reducing external trust and support	Clear frameworks and processes are in place to measure, evaluate and communicate our impact, supported by structured reporting and audience engagement. Ongoing development of impact measurement tools, ensures that new and existing initiatives can effectively demonstrate outcomes which encourages transparency and stakeholder confidence.
Reputational risk – adverse publicity affects public trust in Battersea, and/or the broader rescue sector	A robust framework of reputational risk mitigation is in place, including a crisis communications and media plan. Coordinated internal and external communications, engagement in cross-sector networks,

	and ongoing investment in brand development promotes external trust.
Impact of rising intake of large, and behaviourally complex dogs – sector wise increase of more complex dogs, increases the need for more intensive assessments and interventions	Battersea continues to focus on promoting responsible ownership and provides early behavioural support. Behaviour teams carry out structured assessments for every dog, and we have robust staff training in handling and safety protocols.
Organisational focus and prioritisation impacts effective strategic delivery - Risk that we are unable to manage our resources effectively to achieve our strategic objectives	Structured governance and planning processes are in place to align resources to strategic priorities through business planning. Ongoing oversight through budget planning, outcomes reviews, and the development of a strengthened project and portfolio management approach supports effective prioritisation and delivery.
People Risk - Risk of insufficient workforce capacity and capability due to recruitment, retention, and wellbeing challenges	Continued implementation of our People and Culture Strategy and ongoing monitoring of recruitment, retention, and capacity.
Regulatory Failure - Material failure to comply with regulatory or statutory requirements	Our Governance, Risk and Compliance framework is supported by ongoing monitoring through audits and risk assessments, alongside regular review of legislative requirements and animal welfare standards, which helps ensure continued compliance.
Financial stability - Risk that economic uncertainty or unforeseen costs affects our financial wellbeing	Financial management processes include planning, monitoring, re-forecasting and regular reviews of financial performance, reserves, and long-term projections. Built-in flexibility, and scenario planning, alongside a clear income generation strategy, help maintain financial resilience.
Major Incident (BCP) - Major unforeseen event impacts operations at one or more of Battersea's sites	Our comprehensive business continuity framework includes plans and controls in place to maintain critical operations during major incidents and minimise disruption to services.

Fundraising standards

Open and accountable

All fundraising at Battersea is carried out with the full oversight of the Directors and the Council of Trustees. Battersea strives to provide an excellent service to all our supporters, and this is reflected in the low levels of complaints that we receive. Complaints are dealt with by our experienced Supporter Services team and are generally resolved without the need for escalation. Battersea takes any complaints very seriously and sees them as an opportunity to continue to improve our relationship with our supporters and the public.

Complaints

We record and monitor all fundraising related complaints received and these are reported to our Trustees annually. We aim to acknowledge complaints within one working day with the vast majority being resolved within three working days.

- As a percentage against the volume of fundraising activity Battersea undertakes, we have received a very low number of complaints. For 2025, we recorded 383 complaints – 0.000041% of our total volume of fundraising activity (2024: 458 complaints – 0.00011% of our total volume of fundraising activity) and we continue to strive to improve how we measure, record and resolve complaints across Battersea.
- In 2025, we continued to use the tiering and tracking system introduced in 2022. This approach enables us to identify themes and trends, and areas where complaints are increasing, so we can take proactive action to manage this and ensure that the trends do not persist.
- We also improved our complaints management and reporting further by implementing an Overarching Complaints Procedure. This sets out clear roles and responsibilities for the management of all complaints across Battersea including fundraising and is reinforced with new complaints reporting to Trustees.

Protecting the vulnerable

Battersea takes its responsibility towards supporters who may be considered vulnerable very seriously. We have a Vulnerable Persons Policy which is shared with staff and agencies working for us and we review our agencies policies to ensure these align with our own. Our Income Generation and Supporter Services teams have been trained to respond sensitively and appropriately to any individual whom they might consider to be in a vulnerable circumstance.

Contacting our supporters and supervising our fundraisers

Battersea prides itself on a high standard of ethical fundraising and we continually review how we contact the public to ask for support. This ensures that we follow regulations, meet our own high standards and exceed the public's expectations. We are registered with the Fundraising Regulator and as such their logo appears on our fundraising collateral as a kitemark of approval. All contracts with our third-party agencies include clauses to be able to monitor, mystery shop and train their fundraisers. Each agency is required to commit to the Code of Practice and provide copies of their compliance policies. Weekly status calls with our agencies allow us to monitor their operating procedures.

Battersea manages two society lottery products; the Paw Draw weekly lottery and the Superdraw quarterly raffle. We take steps to ensure the product design, marketing and fulfilment adheres to Licensing Conditions and Codes of Practice requirements of the

Gambling Commission and best practice. Our marketing strategy is ethical and age specific. Battersea follows the UN Convention on the Rights of the Child (UNCRC) and perceives a child to be anyone under the age of 18. As such, whilst legislation permits gambling products to be open to those over 16, we require players to be over 18 years of age.

This approach to age informs our marketing activity and we will not actively market to anyone we know is under 18 years of age.

We deliver a robust training programme to agencies working on our behalf, adhering to the Fundraising Code of Practice, and demonstrating best practice. Each training session has a section on compliance, consent for future contact preferences and dealing with vulnerable people and is delivered quarterly. We recognise that staff turnover at agencies can be high, so it is key that we ensure that anyone representing Battersea is aware of what is expected of them in this area. We actively engage with and encourage our agency fundraisers to be proud Battersea ambassadors. Our mystery shopping and call monitoring programme ensures that fundraisers are treating our potential donors fairly, respectfully, and appropriately. Our staff aim to shadow our third-party fundraisers across all channels on a quarterly basis and provide feedback and/or recommendations for any improvement. We also carry out monthly independent shadowing of our face-to-face agencies. All these visits are recorded and form part of an annual report to our Council of Trustees.

We also regularly attend the agency induction training sessions to observe and audit the content and delivery of the fundraisers' initial training using the Chartered Institute of Fundraising (CIOF) /Fundraising Regulator checklist. Battersea is a member of the CIOF and the Fundraising Regulator and takes part in their compliance round table events.

Streamlined Energy and Carbon Reporting (SECR)

Our SECR obligations

Battersea Dogs & Cats Home understands that, like all organisations, our activities and services have an impact on the environment. As such, we are committed to the continual improvement of our environmental performance and ensure compliance with all relevant environmental legislation, including the Streamlined Energy and Carbon Reporting (SECR) scheme. Implemented in 2019, SECR requires all qualifying businesses to comply for financial years starting on or after 1 April 2019. This report corresponds to our financial year ending December 2025, though the previous year (2024) is revisited as well.

The greenhouse gas (GHG) emissions associated with our core business operations have been measured and verified in accordance with SECR category guidance; Scope 1 (direct resource use), Scope 2 (bought resources for use in our direct operations), and specific Scope 3 emissions (indirect emissions due to business activities) surplus to compliance requirements. We have also identified appropriate intensity ratios to normalise and monitor our carbon emissions and energy efficiency measures, which support our drive to minimise costs, improve productivity, and reduce emissions in line with the UK's 2050 net zero target.

Lastly, we have split our 2025 emissions into location-based and market-based categories to account for our recently introduced zero-carbon electricity tariffs on half-hourly supplies. Previous years have been calculated as location-based only.

Our Carbon Impact

Table 1

Scope	GHG Emissions Source	2025 (location-based)	2025 (market-based)	2024	2019
1	Natural Gas	115.85	115.85	120.32	486.25
	Propane	29.42	29.42	55.92	58.14
	Fleet Transport	36.72	36.72	33.36	38.45
	Isoflurane	28.80	28.80	26.89	49.78
	Nitrous Oxide	13.32	13.32	17.76	149.76
	Refrigerants	77.56	77.56	38.48	N/A
2	Purchased Electricity	497.59	64.68	596.80	675.47
3	Purchased Goods & Services (water only)	4.18	4.18	3.25	10.13
	Fuel & Energy-Related Activities	224.38	57.09	231.59	231.32
	Waste Generated in Ops (wastewater only)	3.36	3.36	3.55	20.86
	Total (tCO2e)	**1,031.18**	**430.98**	**1,127.92**	**1,720.16**

All data used to calculate the table above has been tracked monthly, where possible. For 2024 and 2025, transport data for fleet vehicles has been obtained from fuel card records and data for staff transport expenses has been recorded in miles. For 2019, all transport data was obtained from miles. The fleet transport figure for 2024 has been retroactively corrected. Where detailed records of refrigerant quantities added, recovered, or disposed were not available, emissions were estimated using the cost of refrigerant purchased and typical UK market pricing per kilogram. This approach is aligned with recognised carbon accounting guidance, including the Greenhouse Gas Protocol, and reflects the most reliable data available. We are working with suppliers to improve the quality and completeness of data in future reporting periods.

Reporting Year (2025)

The total GHG emissions associated with our combined business operations during this SECR period (2025) were 1,031.18 tonnes of carbon dioxide equivalents (tCO2e) using location-based factors and 430.98 tCO2e using market-based factors. Utilities at our three sites accounted for approximately 85% of our location-based emissions, with the remaining amount pertaining to transport, anaesthetic gas use within our clinic operations, and refrigerants. This proportionality continues to indicate that our approach to carbon reduction should target the operational efficiency of our buildings.

As in previous years, we have expanded the scope of our reporting to exceed mandatory requirements by including emissions associated with water use, transmission distribution (T&D) of electricity to site, and well-to-tank (WTT) emissions for all fuels. In future years we will look to include further Scope 3 emissions, such as employee commuting, purchased goods and services, and remote working. We will also aim to present any renewable energy generation that we can procure as part of our wider sustainability goals.

Previous Reporting Year (2024)

For the previous reporting year (2024), our combined business operations during the previous SECR period were 1,127.92 tCO2e. Utilities at our three sites accounted for approximately 91% of our emissions, with the remaining amount pertaining to transport, anaesthetic gas use within our clinic operations, and refrigerants.

Baseline Year (2019)

Due to COVID-19 impacts on our operational capacity, we were unable to use our Year 1 or Year 2 datum as an accurate baseline. Therefore, we have also retroactively calculated our carbon emissions for 2019 to represent a "business as usual" baseline. The total GHG emissions associated with our operations during 2019 was 1,720.16 tCO2e.

Emission Intensity Ratios

Current government environmental reporting guidance recommends the development of at least two Key Performance Indicators (KPIs) associated with key environmental impacts. In Table 2, we have identified two intensity ratios which divide our carbon emissions by an appropriate normalisation factor to enable performance tracking over time and comparison against organisations operating in equivalent sectors. These include: (1) average carbon emissions per £100k turnover and (2) average carbon emissions per FTE employee. We chose to incorporate an employee-based indicator to encourage staff engagement with our organisational aim to minimise our impact on the environment. These intensity ratios have been calculated using location-based emissions totals only.

Table 2

	tCO2e/£100k	tCO2e/FTE
2025	1.51	1.57
2024	1.67	1.87
2019	3.91	3.29

Calculation Methodology

The raw consumption data of our 2025 business operations has been obtained using a combination of direct meter reads, half-hourly meter data, utility and product invoices, expense reports, fuel card data (fleet), and mileage data (transport expenses). Where averages or estimates have been used, this is identified. All carbon emissions have been calculated in accordance with guidance provided by the UK Government, GHG Reporting Protocol, and using DESNZ conversion factors for 2019, 2024, and 2025, respectively. For anaesthetics, conversion factors from the NHS Sustainable Development Unit (SDU) were followed.

Energy Saving Measures

Considering our key emissions areas and Energy Savings Opportunity Scheme (ESOS) action plan, we have continued to focus much of our energy saving efforts on improving building efficiency. In 2025, this included:

- Updating server room temperatures at our Windsor site to reduce unnecessary cooling
- Introducing a 20% BioLPG mix for our Kent site gas tank to lower emissions intensity
- Undergoing a solar panel infrastructure survey to identify optimisation potential and opportunities for expansion
- Conducting remedial servicing for several air conditioning systems at our London site to ensure optimal plant efficiency
- Decommissioning a boiler at our Windsor site to further reduce reliance on natural gas
- Continuing to move our remaining electricity accounts onto zero-carbon tariffs to support demand for clean energy and reduce our market-based Scope 2 emissions
- Installing smart meters on various gas supplies across our sites to improve visibility

We intend to continue prioritising energy-related estates and facilities improvements in upcoming years, with a primary focus on any outstanding ESOS action plan items. Last year also saw the development and sign-off of our Environmental Sustainability Strategy and associated Roadmap to Net Zero, which highlight our commitment to halving our Scope 1 & 2 emissions by 2030 and achieving Net Zero by 2050. A detailed action plan sits behind these documents and is updated annually with collaboration from across the organisation.

Behavioural change programmes have also been continued internally, including the development of an Energy Policy and associated energy saving guidelines for staff. We also renewed our Silver level accreditation for our environmental management system through Investors in the Environment (iiE), which requires ongoing monitoring of resources and demonstrating the progress being made towards meeting our reduction targets. Lastly, we were

shortlisted for the iiE 2025 Awards under the 'Best Carbon Reduction' category, demonstrating our ongoing commitment to continual improvement in this area.

Energy Consumption Data

Table 3

kWh Consumption Totals (location-based)				
Scope	**GHG Emissions Source**	**2025**	**2024**	**2019**
1	Natural Gas	571,534	593,766	2,380,311
	Propane	126,499	240,432	252,464
	Fleet Transport	12,083	N/A	N/A
2	Purchased Electricity	149,334	137,591	147,928

Other Consumption Totals					
Scope	**GHG Emissions Source**	**Unit**	**2025**	**2024**	**2019**
1	Isoflurane	250ml bottles	151	141	261
	Nitrous Oxide	9,000L canisters	3	4	30
	Refrigerant (R410A)	kg	40	20	N/A
	Refrigerant (R32)	kg	0.48	0	N/A
3	Water	m^3	21,853	21,249	29,457

All figures have been rounded to the nearest whole number. 2024-25 consumption figures for natural gas, propane/transport (fleet), and transport (staff expenses) were converted to kWh from m3, L, and miles, respectively, by using the relevant year's UK Government's GHG Conversion Factors for Company Reporting. For 2019 transport mileage figures, 2020 UK Government GHG conversion factors were used as these were not provided in the 2019 UK Government guidance. The BioLPG consumption figure has been calculated using a supplier-specific energy factor.

Diversity & Inclusion

At Battersea, we are committed to developing and supporting a diverse workforce and inclusive culture in all that we do. We aim to ensure that this commitment, reinforced by our values, is embedded in our day-to-day working practices and our work together.

We want to ensure that everyone who comes into contact with Battersea is welcomed, valued and respected regardless of their race, age, gender, sex, disability, sexual orientation, social class, religion or belief. We strive to create lasting change for animals and the people that care for them and believe that creating a truly diverse and inclusive Battersea, which is proudly open to all, will be essential in our mission to deliver greater impact for dogs and cats everywhere.

Our comprehensive Diversity & Inclusion Action plan has been in place since 2021 with 2025 marking an extremely positive year, including the following successes:

- Battersea received industry recognition at the Menopause Friendly Employer Awards, achieving Highly Commended for Most Open Culture.
- Continued learning throughout the year, including high participation in London Pride, Mental Health Awareness activities, Neurodiversity Awareness and hearing from colleagues with Caring responsibilities during Carers Week. National Inclusion Week was marked with a microaggressions webinar where 98% of attendees said they were more confident to call out microaggressions following the session. We also launched a new Active Bystander Toolkit to give colleagues practical solutions to speak up, along with refreshed policies. To mark Black History Month, together with sector peers we participated in our first podcast featuring Black colleagues' lived experiences.
- To ensure our recruitment processes and practices are equitable to all, mandatory inclusive recruitment training for managers was introduced, which includes a module focusing on unconscious bias. All hiring managers must complete all four modules of the training before they are able to advertise a role.
- Progress has been made towards our five-year diversity target for 2026 of 15% for our two most underrepresented workforce communities by end of 2026.
- An accessibility and inclusive design audit and engagement workshops was completed at our Windsor and Brands Hatch sites, to understand our current facilities and support access and inclusion considerations for the future Estates Strategy.
- Mandatory Diversity and Inclusion Essentials learning was designed and rolled out to all staff.
- With active involvement from leadership, our four inclusion networks (listed below) have continued to grow in membership and impact throughout 2025, using staff survey insights to identify areas for improvement:
    - Disability and Wellbeing Network and allies
    - Ethnic Diversity Network and allies
    - LGBTQ+ Network and allies
    - Menopause Support Network and allies

Developing an even more diverse and inclusive Battersea is a priority for us. Future planned activities include:

- Delivering on our D&I calendar to celebrate the diversity of our people throughout the year, involving our networks to mark events in an authentic way and develop initiatives which are meaningful and impactful.

- Deliver a Workplace Adjustments review project to improve our end-to-end processes and enhance organisation wide understanding of how to effectively consider, support and review adjustments for colleagues.
- Provide managers with greater knowledge and understanding of how they can effectively support neurodiversity in the workplace
- Provide managers with the skills, tools and confidence to hold supportive, inclusive conversations that recognise and value individual needs and experiences.
- Provide opportunities for colleagues to understand the lived experience of underrepresented groups at Battersea and how they can help build a more inclusive environment for all.
- Ongoing monitoring of progress against our benchmarks and targets, including D&I questions in our staff survey and ongoing pulse surveys throughout the year.
- Connect with other animal welfare charities on shared D&I challenges and work to collectively address barriers to D&I in our sector.

Employment of Disabled Persons

Battersea is committed to supporting employees with disabilities. Our recruitment and employment practices ensure equal opportunities and compliance with the Equality Act 2010 as well as providing best practice support and adjustments to accommodate individual needs wherever possible. Training and ongoing development is provided to all staff and volunteers to support inclusion.

Battersea is a Disability Confident Committed Employer and remains committed to developing an inclusive environment. We will continue to actively listen to colleagues through our Disability and Wellbeing and allies' network and monitor and improve our practices to support disabled persons in its workforce.

Reference and administrative details

Charity number: 206394
Company number: 278802
Registered office: 4 Battersea Park Road, London SW8 4AA

Council of Trustees

Paul Baldwin	Chair
Patricia Stafford	Vice-Chair (resigned 10 December 2025)
Susan Paterson	Vice-Chair
Patrick Aylmer	
Heather Bacon	
Julie Carlyle	
Sir Alan Collins	
Joanne Edgley	(appointed 1 February 2026)
Alan Martin	
Maria Novell	
Lucy Shamdasani	(appointed 4 March 2025)
Matthew Stone	(appointed 14 January 2026)
David Turner	(resigned 4 March 2025)
Deri Watkins	
Helen Webb	
The Worshipful Mayor of Wandsworth	(Ex Officio)

Senior Staff

Peter Laurie	Chief Executive
Kelly Brown	Director of Finance & Corporate Services
Bryony Glenn	Director of People & Culture (left 30 Apr 2026)
Martyn Dicker	Director of People & Culture (appointed 13 Apr 2026)
Lucy Hastings	Director of Operations
Julian Holmes-Taylor	Director of Income Generation
Paul Marvell	Director of Global Programmes (left 30 Jun 2026)
Sarah Matthews	Director of Marketing & Communications
Shaun Opperman	Director of Veterinary Services
Steph Pritchard	Chief Information Officer (appointed 18 Mar 2026)

Our advisers

External Auditors
Moore Kingston Smith LLP
9 Appold Street
London EC2A 2AP

Internal Auditors
RSM UK Risk Assurance Services LLP

Davidson House
Forbury Square
Reading
Berkshire RG1 3EU

Solicitors
Bates Wells
10 Queen Street Place
London EC4R 1BE

Investment Advisers
Sarasin & Partners
Juxon House
100 St Paul's Churchyard
London EC4M 8BU

TrinityBridge Fund Management (prev. Close Brothers Asset Management)
Wigmore Yard
42 Wigmore Street
London
W1U 2RY

Bankers
Barclays Bank Plc
7-11 St John's Hill
London SW11 1TR

Lloyds Bank Plc
25 Gresham Street
London EC2V 7HN

National Westminster Bank Plc
250 Bishopsgate
London EC2M 4AA

Structure, Governance and Management

Trustee appointments

Battersea is governed by a Council of Trustees (who are also Directors of the charitable company for the purposes of company law). Trustees, who are volunteers with distinguished careers and experience in a wide variety of fields, are subject to fixed term appointments and election or re-election according to procedures set out in the Memorandum and Articles.

New Trustees are nominated via an external search led by the Chair of Trustees, interviewed by a panel of Trustees and the Chief Executive, and appointed where they have the necessary skills to contribute to the charity's governance and strategic development. New Trustees undergo tailored induction programs covering legal obligations, Charity Commission guidance, Memorandum and Articles of Association, committee structure, decision-making processes, strategic plan, and financial performance.

More information on Battersea's Trustees and Executive Team can be found on Battersea's website.

Trustee delegation

The Council is responsible for setting strategic direction, agreeing the financial plan and approving the delegation of financial authority through the Chief Executive, with specific limits imposed on delegation. The Council acts on advice and information from regular meetings with the Chief Executive. The Council met formally five times during 2025.

The Chief Executive is responsible for the day-to-day management of the Charity and for implementing policies agreed by the Council. The Chief Executive is assisted by a group of directors and senior managers.

The Finance, Audit and Risk Committee meets at least quarterly to oversee all financial aspects of the charity. It takes delegated responsibility for ensuring there is a framework for accountability and for ensuring that the charity complies with all financial aspects of the law, relevant regulations, and good practice. The Committee is also responsible for reviewing the performance of the charity's investment portfolio. It met four times during 2025.

A Governance and Nominations Committee was established to review compliance with appropriate legislation and codes issued by the Charity Commission and other regulatory bodies and to lead on any process for appointments to Council and committees. The Committee met three times in 2025.

The People Committee was formed to address key areas of focus for the Trustees including reviewing and approving Battersea's remuneration policy, diversity, safeguarding, and learning and development. The Committee met three times in 2025.

The Global Programmes Committee provides governance oversight of Battersea's Global Programmes work (encompassing Grant Programmes and the Academy). Key responsibilities of the Committee include overseeing the development and outcomes of the Global Programmes Strategy, reviewing the performance of Battersea's existing portfolio of work, as well as reviewing new proposals for major investments in grants and strategic partnerships. The Committee met four times in 2025.

The Animal Health and Welfare Committee was formed in 2024 and met once in 2025. It provides governance oversight and support in respect of the animal health and welfare activities across the charity, including our operations and veterinary work.

During 2025 the following served as Trustees:

	Attendance at Council Meeting (max 5)	Attendance at Finance, Audit & Risk Committee (max 4)	Attendance at Governance & Nominations Committee (max 3)	Attendance at People Committee (max 3)	Attendance at Global Programmes Committee (max 4)	Attendance at Animal Health & Welfare Committee (max 1)
Paul Baldwin (Council Chair and Chair of Governance & Nominations Committee)	5/5	-	3/3	3/3	-	-
Patricia Stafford (Vice Chair of Council and Chair of People Committee)	4/5	-	1/1	1/1	-	1/1
Julie Carlyle (Chair of Finance, Audit & Risk Committee)	5/5	4/4	3/3	-	-	-
Alan Martin (Chair of Global Programmes Committee)	5/5	4/4	3/3	-	4/4	-
Susan Paterson (Chair of Animal Health and Welfare Committee)	3/5	-	1/1	-	3/4	1/1
Patrick Aylmer	4/5	-	-	2/2	-	-
Heather Bacon	3/5	-	-	-	3/4	1/1
Alan Collins	4/5	-	1/3	-	4/4	-
Maria Novell	4/5	2/4	-	-	-	-
David Turner	1/1	-	-	-	-	-
Lucy Shamdasani	5/5	1/1				
Deri Watkins	5/5	-	-	-	3/4	-
Helen Webb	4/5	-	0/2	3/3	-	-

Related parties

None of our Trustees receive remuneration or other benefit from their work with the Charity. Any connection between a Trustee or senior executive with a related party or competitor of the charity must be disclosed to the Council of Trustees. In the current year, no such related party transactions were reported. Donations made by Trustees and Directors to Battersea totalled £3,898 (2024: £11,367) for the year.

The charity has two wholly owned subsidiaries: Battersea Dogs Home Limited (BDH), which operates the Battersea's trading activities; and Bell Mead Kennels Limited, under which name the charity's annex at Old Windsor operated. Bell Mead Kennels Limited is now dormant. The companies' trading results and balance sheets are consolidated with those of the charity.

Pay policy for the Executive Team

Executive pay at Battersea reflects the market rate for comparable jobs in comparable organisations, the level of knowledge, skills and experience required, and the responsibilities and accountabilities associated with each role. Our pay policy aims to:

- recruit and retain talented individuals to lead and further develop our rapidly growing organisation.
- develop and sustain high performance.

The People Committee are responsible for overseeing the remuneration of Battersea's Executive Team. The Executive Team's annual pay reviews are paid in accordance with the wider organisational approach to pay reviews. Pay for all roles at all levels is re-benchmarked on a triennial basis using externally validated voluntary sector pay data and adjusted accordingly to ensure competitive pay for comparable roles.

Statement of Responsibilities of the Council of Trustees

The Council of Trustees are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Council of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources of the group, including its income and expenditure, for that period. In preparing these financial statements the Council of Trustees is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Council of Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Statement as to disclosure to our auditors

In so far as the Council of Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- the Council of Trustees, having made enquiries of fellow Trustees and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a Trustee in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the Council of Trustees

Paul Baldwin

Paul Baldwin (Chair)
Approving the Report of the Council of Trustees and the Strategic Report
7 July 2026

Independent Auditor's Report to the Members of Battersea Dogs' and Cats' Home

Opinion

We have audited the financial statements of Battersea Dogs and Cats Home Limited for the year ended 31 December 2025 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of 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 parent 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 the audit:

- the information given in the strategic report and the Trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the Trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the Trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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 Council of Trustees' responsibilities statement set out on page 35, 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 group and parent 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 group or parent 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
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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud
The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due 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, 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 fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.

- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters which 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Date 13/08/2026

Luke Holt (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor
9 Appold Street
London
EC2A 2AP

Consolidated Statement of Financial Activities

For the year ended 31 December 2025

	Notes	Unrestricted 2025 £000	Restricted 2025 £000	Total 2025 £000	Total 2024 £000
Income from:					
Donations and legacies	2	57,646	683	**58,329**	59,348
Gifts in kind	3	620	-	**620**	741
Trading activities	4	7,210	-	**7,210**	7,575
Investment income	5	1,847	-	**1,847**	1,807
Charitable activities:					
Animal sales and claim fees		424	-	**424**	869
Total income		67,747	683	**68,431**	70,340
Expenditure on:	6				
Cost of raising funds:					
Donations and legacies		15,944	-	**15,944**	13,741
Gifts in kind		620	-	**620**	741
Trading activities		3,374	-	**3,374**	3,257
Investment management fees		1,006	-	**1,006**	361
		20,943	-	**20,943**	18,100
Charitable activities:	6				
Care of dogs and cats		31,686	642	**32,328**	29,519
Grant giving and Academy		8,314	55	**8,369**	6,606
Education and awareness		10,053	-	**10,053**	9,206
		50,053	697	**50,750**	45,332
Total expenditure before investment gains and losses		70,996	697	**71,693**	63,432
Net (losses)/gains on investments	12	1,134	-	**1,134**	2,767
Net income/(expenditure)	7	(2,114)	(14)	**(2,128)**	9,675
Other recognised losses					
Actuarial gains/(losses) on defined benefit pension scheme	18	318	-	**318**	(226)
Net movement in funds		(1,796)	(14)	**(1,810)**	9,449
Reconciliation of funds:					
Total funds at 1 January		130,882	86	**130,968**	121,519
Total funds at 31 December	16	129,085	73	**129,158**	130,968

All amounts are derived from continuing activities. All gains and losses recognised in the year are included above.

Consolidated and Charity Balance Sheet

As at 31 December 2025

		Group		Charity	
		2025	2024	**2025**	2024
	Notes	**£000**	£000	**£000**	£000
Fixed assets					
Intangible assets	9	**10,426**	6,557	**10,426**	6,557
Tangible assets	10	**51,849**	54,996	**51,849**	54,996
Investments:					
Investment in subsidiary undertakings	11	**-**	-	**5**	5
Other fixed asset investments	12	**39,184**	33,331	**39,184**	33,331
		101,459	94,884	**101,464**	94,889
Current assets					
Stock	13	**17**	70	**-**	-
Debtors	14	**11,791**	10,796	**12,163**	11,383
Short term investments		**11,377**	8,198	**11,377**	8,198
Cash at bank and in hand		**11,972**	23,652	**11,584**	23,050
		35,157	42,716	**35,125**	42,632
Liabilities					
Creditors: amounts falling due within one year	15	**(7,231)**	(6,461)	**(7,203)**	(6,382)
Net current assets		**27,926**	36,254	**27,921**	36,249
Total assets less current liabilities		**129,385**	131,139	**129,385**	131,139
Provision		**(227)**	(171)	**(227)**	(171)
Defined benefit pension scheme asset	18	**-**	-	**-**	-
Net assets		**129,158**	130,968	**129,158**	130,968
Funds					
Unrestricted funds					
- Designated	16	**76,242**	78,306	**76,242**	78,306
- General	16	**52,844**	52,575	**52,844**	52,575
		129,085	130,882	**129,085**	130,882
Restricted funds	16	**73**	86	**73**	86
Total funds		**129,158**	130,968	**129,158**	130,968

As permitted by s408 Companies Act 2006, the charitable company has not presented its own income and expenditure statement and related notes. The charitable company's deficit for the year was £2.0m (2024: surplus of £9.3m).

The financial statements were approved and authorised for issue by the Council of Trustees and were signed on its behalf on 7 July 2026.

Paul Baldwin

P Baldwin, Chair of Trustees

J M Carlyle

J Carlyle, Chair of Finance, Audit and Risk Committee

Company registration number 278802

Consolidated Statement of Cash Flows

For the year ended 31 December 2025

	Notes	Group 2025 £000	2024 £000
Cash (outflow)/inflow from operating activities	(a)	**(2,629)**	3,690
Returns on investments	(b)	**1,847**	1,807
Capital expenditure and financial investment	(c)	**(10,898)**	(5,777)
Cash (outflow)/inflow before use of liquid resources		**(11,680)**	(280)
(Decrease)/Increase in cash in the year	(d)	**(11,680)**	(280)

Notes to the cash flow statement

a) Net cash from operating activities

Net (expenditure)/income	**(1,810)**	9,449
Losses/(gains) on investments	**(1,134)**	(2,767)
Depreciation and amortisation	**4,806**	4,420
Decrease/(increase) in stocks	**53**	67
Decrease/(increase) in debtors	**(995)**	(2,126)
Decrease/(increase) in short term investments	**(3,179)**	(5,198)
(Decrease)/Increase in creditors	**770**	214
Decrease)/Increase in provision	**56**	171
Bank interest received	**(514)**	(567)
Investment income received	**(791)**	(782)
Interest received from defined benefit scheme pension	**(542)**	(457)
Impairment loss on fixed assets	**668**	1,270
(Profit) / Loss on sale of fixed assets	**(17)**	(3)
Net cash (outflow)/inflow from operating activities	**(2,629)**	3,690

b) Returns on investments

Interest received	**514**	567
Investment income received	**791**	782
Interest received from defined benefit scheme pension	**542**	457
	1,847	1,807

c) Capital expenditure and financial investment

Purchase of tangible fixed assets	**(973)**	(1,336)
Purchase of intangible fixed assets	**(5,223)**	(3,854)
Proceeds from sale of fixed assets	**17**	3
Increase in accrued income within fixed asset investment	**(69)**	-
Purchase of investments	**(20,446)**	(14,903)
Proceeds from sale of investments	**16,278**	14,974
Decrease/(Increase) in portfolio cash	**(482)**	(660)
	(10,898)	(5,777)

d) Analysis of consolidated net cash resources

	At 1 January 2025 £000	Cash flow £000	At 31 December 2025 £000
Cash at bank and in hand	23,652	(11,680)	11,972

Notes and Accounting Policies

1. Accounting policies

(a) Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The company is a public benefit entity for the purposes of FRS 102 and a registered charity established as a company limited by guarantee and therefore has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP including Update Bulletin 2), the Companies Act 2006 and Charities Act 2011. The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest whole £1,000 except where otherwise indicated.

(b) Basis of consolidation

The consolidated accounts include the accounts of the charitable company, Battersea Dogs' & Cats' Home, and its trading subsidiary Battersea Dogs' Home Limited, which is consolidated on a line-by-line basis. No separate Statement of Financial Activities ("SOFA") has been presented for the charity as permitted by Section 408 of the Companies Act 2006. Bell Mead Kennels remains dormant and therefore is not included in the consolidated accounts. For 2025 the Charity entity had income, including gains and losses, of £69.3m (2024: £72.1m) and incurred expenditure of £71.3m (2024: £62.8m).

(c) Incoming resources

Legacies are credited to incoming resources when the charity becomes entitled to the income, there is probability of receipt, and the amount is quantifiable. Legacies received in the form of investments are included at probate value. Legacy income is recognised as accrued income under the following circumstances: (1) There has been a grant of probate. (2) Any conditions attached to the legacy are either within our control or have been met. (3) It is probable that the legacy will be received, and its value can be measured reliably. For a legacy to be accrued, there must be no known claims or legal challenges that exist which may reduce the probability of Battersea receiving a legacy. Life interest and other residual legacies, where there is uncertainty of the amount to be received, are not accrued.

Donations and sponsorship income is recognised as income when the conditions for its receipt have been met.

Proceeds from lottery and raffle income are recorded gross of prize money and other expenditure. Income is recognised when the conditions for its receipt have been met.

Donated goods are recognised at their estimated value to the charity when received, and under the appropriate expenditure heading depending on the nature of the goods or service provided, at the same value and time.

Income from trading activities predominately relates to Battersea's raffle and lottery functions. This income also includes income generated by Battersea Dogs' Home Limited and paid to the charity annually. The accounts of the Company set out the income recognition policies applied. Income from trading activities also relates to income received in respect of insurance commission which is accrued for in the period in which it relates.

Battersea recognises the income from a charitable fundraising event in the year in which the event takes place. Income received for an event taking place in a future period is treated as deferred income in the Balance Sheet.

Where income is received for a specific purpose, the income is included in restricted funds.

All other income is accounted for on a receivable basis.

(d) Expenditure

The costs of raising funds and charitable expenditure comprise staff and other costs directly attributable to an activity and an allocation of support costs. Where costs have been allocated, this has been done based on staff costs directly attributable to each of the charity's activities. The costs of generating funds are those incurred in seeking voluntary contributions and do not include costs of disseminating information in support of the charitable objectives. Governance costs are those incurred in compliance with constitutional and statutory requirements.

Grants payable are considered to be part of cost of activities in furtherance of the objectives of the charity. Our accounting policy is to recognise grant expenditure when grant awards are appropriately approved and conditions for making the payment are met. When grants span more than one financial year and conditions are still to be met, a designated fund is created for the balance remaining on the award. We diligently evaluate substantive review conditions to ensure compliance, mitigating the risk of grant reversals.

(e)(i) Tangible fixed assets and depreciation

A tangible fixed asset is capitalised if (a) the cost is greater than £5,000 or (b) is less than £5,000 but is part of a larger project. It is depreciated over its estimated useful life as follows: -

Freehold land	nil
Freehold and long leasehold properties	25 years
Short leasehold properties	Over the shorter of the remaining period of the lease or 25 years
Equipment, fittings, and vehicles	4 to 10 years

Where fixed assets are purchased with restricted funding, the purchase or building of the assets is the fulfilment of the restriction. The asset then becomes part of unrestricted funds providing there are no ongoing restrictions linked to the building.

Assets under construction consist of expenditure incurred in respect of tangible assets in the course of their construction and installation and that are directly attributable to bringing the asset into operation; these assets are not depreciated. Transfers are made to the relevant fixed assets category as and when the assets are available for use.

(e)(ii) Intangible fixed assets and amortisation

Intangible fixed assets comprise website, trademarks, and management system costs. Intangible fixed assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised to write off the cost or valuation of the assets less their residual values over their useful lives on the following bases:

Website development & management systems	2 to 5 years
Trademarks	10 years

The capitalisation threshold for intangible fixed assets is £5,000.

Assets under construction consist of expenditure incurred in respect of intangible assets in the course of their construction and installation and that are directly attributable to bringing the asset into operation; these assets are not depreciated. Transfers are made to the relevant fixed assets category as and when the assets are available for use.

(e)(iii) Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the

impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the charity estimates the recoverable amount of the cash-generating unit to which the asset belongs. Intangibles with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

(f) Going Concern

The Trustees assess whether the use of going concern is appropriate i.e., whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

In making this assessment the Trustees, have considered the charitable group's revised forecasts and projections for income and expenditure, as well as long term cash flow. These continue to be regularly monitored by Directors and Trustees. Battersea holds significant reserves and has liquid assets in the form of investments which are readily available to convert into cash.

After making enquiries, the Trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

(g) Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all its financial instruments. Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates, or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Basic financial liabilities

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

(h) Investments

Fixed Asset Investments are stated at market value. It is Battersea's policy to keep valuations up to date so that, when investments are sold, no gain or loss arises. As a result, the SOFA includes those unrealised gains and losses arising from the revaluation on the investment portfolio throughout the year. The SOFA does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings as they are together treated as changes in the value of the investment portfolio.

(i) Stocks

Stocks are stated at the lower of cost and net realisable value.

(j) Pensions

In accordance with FRS 102 "Retirement Benefits", the movement in the defined benefit pension scheme liability, as determined by the actuary, is charged to the SOFA each year. Current and past service costs and experience gains are allocated across the SOFA expense categories in proportion to total salary costs in each category. Where expected returns on assets and interest costs result in a net charge this is also allocated on the above basis. Where it results in a net income this is included within investment income. Actuarial gains or losses are shown separately on the face of the SOFA.

(k) Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

(l) Funds

Unrestricted funds, including designated funds, are expendable at the Trustees' discretion in furtherance of the charity's objects. Restricted funds can be spent only in accordance with the donors' specific requirements.

(m) Gifts in kind

Gifts in kind and donated services and facilities are recognised within incoming resources and expenditure at an estimate of the value to the charity of the donated services or goods.

(n) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense unless those costs are required to be recognised as part of the cost of stock or fixed assets. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(o) Critical accounting estimates and areas of judgement

In view of the Trustees applying the accounting policies adopted, the following estimates were required that have a significant effect on the amounts recognised in the financial statements:

The charity operated a defined benefit pension scheme, which closed to further accrual at the end of September 2013. An actuarial valuation of the scheme is undertaken to reflect the current position as at the year ended 31 December 2025. Assumptions used in this calculation, which include the level of future salary increases and the applicable discount rate, all require elements of estimation.

2. Donations and legacies

	2025	2024
	£000	£000
Legacies	**31,357**	32,568
Donations	**26,972**	26,780
	58,329	59,348

The estimated value of legacies notified but neither received nor accrued into income (as they do not meet the SORP recognition criteria) at 31 December 2025 is £34.7m (2024: £29.9m).

Included in the above figure is unrestricted income of £57.6m (2024: £58.9m) and restricted income of £0.7m (2024: £0.4m).

3. Gifts in kind

	2025	2024
	£000	£000

Donated goods	**298**	372
Donated services	**322**	369
	620	741

4. Trading activities

	2025	2024
	£000	£000
Sale of shop goods	**153**	403
Fundraising events, raffle, and lottery	**6,095**	6,845
Sundry activities	**963**	327
	7,210	7,575

Fundraising events income includes donations received from Battersea's Lottery and Raffle functions. Sundry activities include hydrotherapy, physiotherapy, public training courses, admissions, programme fees, royalties, commercial filming, advances, rental income and sale of fixed assets. All amounts relate to unrestricted income in the current and prior year.

5. Investment income

	2025	2024
	£000	£000
Listed investment income	**791**	782
Finance income on defined benefit pension	**542**	457
Deposit and bank interest	**514**	567
	1,847	1,807

All amounts relate to unrestricted income in the current and prior year.

6. Group analysis of total expenditure

	Direct activities £000	Support costs £000	**2025 £000**	Direct activities £000	Support costs £000	**2024 £000**
Cost of raising funds						
Donations and legacies	14,989	955	**15,944**	12,871	870	**13,741**
Gifts in kind	620	-	**620**	741	-	**741**
Trading activities	3,124	250	**3,374**	3,026	231	**3,257**
Investment management fee	1,006	-	**1,006**	361	-	**361**
Total cost of raising funds	19,738	1,205	**20,943**	16,999	1,101	**18,100**
Charitable activities						
Care of dogs and cats	24,714	7,613	**32,328**	23,123	6,396	**29,519**
Grant giving and Academy	7,948	422	**8,369**	6,296	311	**6,606**
Education and awareness	8,873	1,181	**10,053**	8,168	1,039	**9,206**
Total cost of charitable activities	41,535	9,216	**50,750**	37,587	7,745	**45,332**
Total Group expenditure	61,272	10,420	**71,693**	54,586	8,846	**63,432**

Analysis of support costs
Support costs – 2025

	Donations and legacies £000	Cost of raising funds £000	Care of cats and dogs £000	Grant giving and Academy £000	Education and awareness £000	2025 £000
Support cost						
Finance	134	35	1,067	59	165	**1,460**
Facilities	39	10	307	17	48	**421**
Technology	398	104	3,170	176	492	**4,339**
HR	211	55	1,681	93	261	**2,301**
Secretariat	79	21	633	35	98	**867**
Governance	95	25	755	42	117	**1,033**
	955	250	7,613	422	1,181	**10,420**

Governance costs consist of accountancy and audit fees, as well as other compliance costs.

Support costs – 2024

	Donations and legacies £000	Cost of raising funds £000	Care of cats and dogs £000	Grant giving and Academy £000	Education and awareness £000	2024 £000
Support cost						
Finance	207	55	1,519	74	247	**2,101**
Facilities	18	5	129	6	21	**179**
Technology	288	77	2,119	103	344	**2,930**
HR	197	52	1,452	71	236	**2,008**
Secretariat	58	15	428	21	70	**593**
Governance	102	27	749	36	122	**1,036**
	870	231	6,396	311	1,039	**8,846**

7. Net income before transfers

Net income before other recognised (losses)/gains is stated after charging the following items:

	2025 £000	2024 £000
Auditor's remuneration charged by Moore Kingston Smith LLP:		
- Charity	**41**	40
- Subsidiary	**7**	7
- Other audit work	**-**	19
Non audit services charged by Moore Kingston Smith LLP:		
- Tax advice	**45**	22
- Other tax work	**3**	3
Depreciation	**4,120**	4,102
Amortisation	**686**	318
Impairment losses on intangible assets	**668**	1,270
Operating lease rentals:		
- Land	**659**	479
- Other	**11**	8

8. Staff costs

	2025	2024
	£000	£000
Salaries and wages	**24,266**	21,281
Social security costs	**2,924**	2,075
Pension costs	**1,636**	1,380
Other employee benefits	**310**	283
	29,136	25,018

The actual average number of employees involved in the following activities during the year was as follows:

	2025	2024
	Number	Number
Donations and legacies	**56**	56
Trading activities	**15**	15
Care of dogs and cats	**447**	412
Grant giving and Academy	**25**	20
Education and awareness	**69**	67
Support staff	**96**	84
	707	653

The number of employees whose emoluments exceeded £60,000 for the year was:

	2025	2024
	Number	Number
£60,001 - £70,000	**24**	25
£70,001 - £80,000	**10**	6
£80,001 - £90,000	**8**	4
£90,001 - £100,000	**2**	2
£100,001 - £110,000	**1**	1
£110,001 - £120,000	**1**	1
£120,001 - £130,000	**4**	1
£140,001 - £150,000	**-**	1
£150,001 - £160,000	**1**	-

During the year, retirement pension benefits of £101,571 and other benefits of £7,213 were accrued to 10 higher paid employees (2024: 10).

£2,180 of reimbursed expenditure was paid to members of the Council of Trustees during the year (2024: £141). No remuneration was paid to members of the Council of Trustees during the year (2024: £Nil), nor were any emoluments waived in the year (2024: £Nil). Indemnity insurance was provided in the year, covering Trustees and staff, at a cost of £5,096 (2024: £4,595) to the charity.

Additional information:
The key management personnel of Battersea comprise the Trustees, the Chief Executive Officer, and the Directors of Finance and Corporate Services, Fundraising, Global Programmes, Marketing & Communications, Operations, People and Culture, Veterinary. The total employee benefits (including salaries, employer pension contributions and national insurance) of the key management personnel of the charity were £1,265,221 (2024: £1,114,808).

Battersea operates a defined contribution pension scheme for the benefit of the employees and directors. The assets of the scheme are administered by an independent pension provider. The amount for pension cost shown above includes Battersea's contribution to this scheme during the year of £1,636,000 (2024: £1,380,000).

Pension costs also include the administration costs of Battersea's defined benefit pension scheme of £4,000 (2024: £4,000). Pension costs related to the defined benefit scheme are covered by the fund itself.

Total redundancy and termination payments during the year of £25,702 for 5 employees (2024: £5,238 for 1 employee) were recognised as an expense and did not give rise to a funding requirement.

9. Intangible fixed assets

Charity and Group	Intangible assets £000	Assets under construction £000	Total £000
Cost			
At 1 January 2025	1,862	5,658	7,520
Additions	488	4,735	5,223
Transfers	8,219	(8,219)	-
Impairment loss/Write off	(667)	(1)	(668)
Disposals	(372)	-	(372)
At 31 December 2025	9,529	2,173	11,703
Amortisation			
At 1 January 2025	963	-	963
Charge for the year	686	-	686
Disposals	(372)	-	(372)
At 31 December 2025	1,277	-	1,277
Net book value			
At 31 December 2025	**8,253**	**2,173**	**10,426**
At 31 December 2024	899	5,658	6,557

10. Tangible assets

Group and Charity	Land and buildings: Freehold land and buildings £000	Land and buildings: Long leasehold £000	Land and buildings: Short leasehold £000	Equipment, fittings, and vehicles £000	Assets under construction £000	Total £000
Cost:						
At 1 January 2025	32,187	59,779	1,048	4,617	294	**97,925**
Additions	-	-	-	961	12	**973**
Transfers				145	(145)	**-**
Disposals	-	-	-	(216)	-	**(216)**
At 31 December 2025	32,187	59,779	1,048	5,506	162	**98,681**
Depreciation:						
At 1 January 2025	15,340	24,160	731	2,698	-	**42,928**
Charge for the year	1,208	2,215	42	655	-	**4,120**
Disposals	-	-	-	(216)	-	**(216)**
At 31 December 2025	16,548	26,375	773	3,136	-	**46,832**
Net book value:						
At 31 December 2025	**15,639**	**33,404**	**275**	**2,370**	162	**51,849**
At 31 December 2024	16,847	35,619	317	1,919	294	54,996

All assets held in Tangible Fixed Assets are for charity use only.

11. Investment in subsidiary undertakings

Battersea Dogs' Home Limited (company number 3472633) and Bell Mead Kennels Limited (company number 247077) are both wholly owned subsidiaries, being companies incorporated in Great Britain. The principal activity of Battersea Dogs' Home Limited is that of operating the shop of Battersea Dogs' & Cats' Home and developing commercial income streams. Bell Mead Kennels Limited continues to be a dormant company.

	2025 £	2024 £
Shares at cost:		
Bell Mead Kennels Limited	**5,000**	5,000
Battersea Dogs' Home Limited	**100**	100
	5,100	5,100

A summary of the trading results and balance sheet of Battersea Dogs' Home Limited is shown below:

	2025 £000	2024 £000
Profit and loss account		
Turnover	**603**	747
Administrative expenses	**(410)**	(614)
Interest paid on intergroup balance	**(1)**	(4)

Net profit/(loss)	**193**	130
Tax on ordinary activities	**-**	-
Profit/(loss) on ordinary activities for the year before distribution	**193**	130
Balance sheet		
Current assets	**523**	823
Current liabilities	**(523)**	(823)
Net current assets/(liabilities) and total assets/(liabilities)	**1**	1
Capital and reserves		
Called up share capital	**1**	1
Opening Profit and loss account	**-**	-
Profit/(loss) during the year	**193**	130
Amounts distributed to parent charity	**(193)**	(130)
Equity shareholders' funds	**1**	1

Bell Mead Kennels Limited ceased trading on 31 December 1998 and has been dormant since that date. It has a current asset debtor of £5,000 and called up share capital of £5,000 at 31 December 2025 and 31 December 2024.

12. Other fixed asset investments

	2025	2024
	£000	£000
Shares at cost and market valuation		
Market value at 1 January	**32,325**	29,628
Acquisitions at cost	**20,446**	14,903
Disposal proceeds	**(16,278)**	(14,974)
Realised (loss)/gain on disposal	**840**	(184)
(Loss)/gain on revaluation during the year	**294**	2,952
Accrued interest gain/(loss) during the period	**69**	-
Market value at 31 December	**37,696**	32,325
Cash held in portfolio at 31 December	**1,487**	1,005
	39,184	33,331
Historical cost at 31 December	**33,807**	28,800
Cash held in portfolio at 31 December	**1,487**	1,005
Historical cost and cash held in portfolio at 31 December	**35,295**	29,805

Listed investments at market value comprise:	**2025**	2024
	£000	£000
UK fixed interest securities	**10,108**	10,501
UK equity investments	**1,681**	1,694

Overseas equity investments	**21,936**	17,248
UK and European alternative investments	**3,972**	2,883
Cash deposits held as part of portfolio	**1,487**	1,005
	39,184	33,331

At 31 December 2025 and at 31 December 2024, no single investment was considered material to the overall portfolio held.

13. Stock

	Group		Charity	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Goods for resale	**17**	70	**-**	-

14. Debtors

	Group		Charity	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Amounts due within one year:				
Operating debtors	**97**	170	**71**	68
Due from subsidiary undertaking	**-**	-	**491**	739
Other debtors	**1,650**	1,490	**1,650**	1,490
Prepayments and accrued income	**10,044**	9,135	**9,952**	9,086
	11,791	10,796	**12,163**	11,383

15. Creditors

	Group		Charity	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Amounts falling due within one year:				
Operating creditors	**4,293**	3,869	**4,293**	3,806
Amounts due to subsidiary undertaking	**-**	-	**5**	5
Taxation and social security	**673**	509	**673**	509
Other creditors	**227**	198	**227**	198
Grant accruals	**597**	870	**597**	870
Other accruals	**1,386**	957	**1,364**	956
Deferred income	**55**	59	**45**	39
	7,231	6,461	**7,203**	6,382

Included within the figures above is £227,077 (2024: £200,341) relating to outstanding pension commitments at 31 December 2025.

Deferred income analysis

Group

B/f	Released	Deferred in the year	C/f
£58,673	(£58,673)	£54,883	£54,883

Charity

B/f	Released	Deferred in the year	C/f
38,673	(£38,673)	£44,883	£44,883

Deferred income of £44,883 carried forward in the Charity entity relates to donations and registration fees paid in 2025 relating to events taking place in 2026. £10,000 deferred income carried forward in the Trading subsidiary relates to income received in 2025 for sponsorship of an event to take place in 2026.

16. Group Funds

	At 1 January 2025 £000	Income £000	Expenditure £000	Gains/ (losses) £000	Transfers £000	At 31 December 2025 £000
Unrestricted funds:						
General fund	52,575	67,144	(52,158)	1,452	(16,171)	**52,844**
Battersea Dogs' Home Limited	-	603	(410)	-	(193)	**-**
Designated funds						
Fixed asset fund	61,554	-	(5,474)	-	6,196	**62,275**
Site development fund	2,000	-	(637)	-	-	**1,363**
Strategic implementation fund	3,150	-	(817)	-	(751)	**1,582**
Multi-year grants fund	8,396	-	(6,379)	-	5,868	**7,884**
Data strategy fund	3,207	-	(5,120)	-	5,051	**3,138**
	130,882	67,747	(70,996)	1,452	-	**129,085**
Other restricted funds						
Welfare of dogs and cats	15	618	(630)	-	-	**3**
Global Programmes	-	55	(55)	-	-	**-**
Other	72	10	(12)	-	-	**70**
	86	683	(697)	-	-	**73**
Total funds	130,968	**68,431**	**(71,693)**	1,452	**-**	**129,158**

Group Funds – prior year

	At 1 January 2024	Income	Expenditure	Gains/ (losses)	Transfers	At 31 December 2024
	£000	£000	£000	£000	£000	£000
Unrestricted funds:						
General fund	41,490	69,183	(47,835)	2,541	(12,804)	**52,575**
Battersea Dogs Home Limited	-	747	(618)	-	(130)	**-**
Designated funds						
Fixed asset fund	62,054	-	(5,690)	-	5,190	**61,554**
Site development fund	5,800	-	-	-	(3,800)	**2,000**
Strategic implementation fund	-	-	-	-	3,150	**3,150**
Multi-year grants fund	7,670	-	(5,168)	-	5,894	**8,396**
Data Strategy fund	4,259	-	(3,552)	-	2,500	**3,207**
	121,273	69,930	(62,863)	2,541	-	**130,882**
Restricted funds						
Welfare of dogs and cats	22	163	(170)	-	-	**15**
Global programmes	-	143	(143)	-	-	**-**
Other	224	104	(256)	-	-	**72**
	246	410	(569)	-	-	**86**
Total funds	121,519	**70,340**	**(63,432)**	2,541	**-**	**130,968**

Designated Funds

The fixed asset fund represents the net book value of Battersea's fixed tangible and intangible assets. These are all used for operational purposes in pursuance of Battersea's charitable activities. Transfers from the general fund to the fixed asset fund represents fixed asset additions and depreciation charges made in the year.

The site development fund is an amount set aside to cover planned upgrade works to Battersea's infrastructure across our three sites e.g. plant and power upgrades and energy efficiency initiatives. Movements to the fund reflect any changes to planned expenditure following an annual review, together with any costs incurred in relation to works previously planned.

The strategic implementation fund represents monies which have been set aside to meet the costs of implementing new initiatives to support the delivery of Battersea's new five-year organisational strategy. Movements represent the establishment of the fund following a review of planned expenditure.

The multi-year grants designated fund represents funds set aside for where the conditions to release the funds have not yet been met. Movements to the fund represent the net of new grants set aside and a drawdown of funds on previous grants as conditions are met.

The data strategy fund represents monies set aside to meet the future costs of implementation of the data strategy, including the replacement of core systems. Movements to the fund represent any changes to planned expenditure to deliver the data strategy, together with any costs incurred in relation to the implementation as previously planned

The above funds are explained further in the reserves policy in the Trustees Report.

Restricted Funds

There were three restricted funds in the year: Welfare restricted are monies where the donor has restricted their use to the care and welfare of either dogs or cats across the charity as a whole or specifically to one of its three locations; Global Programmes restricted are monies only to be spent on grants assisting other

dogs and cats rescue centres, or training courses for other rescue centres delivered by the Academy; Other restricted are monies where the donor has restricted their use for certain expenditure in the future.

17. Analysis of funds between net assets

2025	Fixed assets £000	Investments £000	Net current assets £000	2025 £000
General funds	-	39,184	13,660	**52,844**
Fixed asset fund	62,275	-	-	**62,275**
Site development fund	-	-	1,363	**1,363**
Strategic implementation fund	-	-	1,582	**1,582**
Multi year grants fund	-	-	7,884	**7,884**
Data Strategy fund	-	-	3,138	**3,138**
Restricted fund	-	-	73	**73**
Total funds	62,275	39,184	27,700	**129,158**

2024	Fixed assets £000	Investments £000	Net current assets £000	2024 £000
General funds	-	33,331	19,245	**52,575**
Fixed asset fund	61,554	-	-	**61,554**
Site development fund	-	-	2,000	**2,000**
Strategic implementation fund	-	-	3,150	**3,150**
Multi year grants fund	-	-	8,396	**8,396**
Data Strategy fund	-	-	3,207	**3,207**
Restricted fund	-	-	86	**86**
Total funds	61,554	33,331	36,084	**130,968**

18. Pensions

Battersea operated a defined benefit pension scheme which closed to new members in September 2010 and closed to further accrual at the end September 2013. The assets of the scheme are held separately from those of Battersea, being invested with an insurance company which generates the funds to pay pensions as they fall due.

The most recent full actuarial valuation was carried out as at 1 January 2024. Employer contributions ceased in April 2016 as the scheme was deemed no longer in deficit. Employees were transferred to a group personal pension scheme where employer contributions range from between 5.33% and 10% dependent on employee contributions.

The most recent FRS 102 valuation was based on the state of affairs as at 31 December 2025.

The principal financial assumptions are:

	2025	2024
Inflation	**2.95%**	3.15%
Rate of increase in salaries	**N/A**	N/A
Rate of increase for pensions in payment	**1.95%**	1.95%

Scheme liabilities discount rate	**5.55%**	5.45%

Pre and post-retirement mortality tables used
100% of S4NXA tables, based on members' year of birth, improving in line with CMI_2024 projections with a long-term rate of improvement of 1.00% p.a.

Weighted average life expectancy for mortality tables used to determine benefit obligations

Average expected future life at age 65 for:	
Member aged 65 (current life expectancy) - male	21.7 years
Member aged 65 (current life expectancy) - female	24.0 years
Member aged 45 (current life expectancy) - male	22.6 years
Member aged 45 (current life expectancy) - female	25.1 years

The assets in the scheme and their expected rate of return are:

	2025			2024		
	£000	**% of fair value of plan assets**	**Expected overall return on plan assets %**	£000	% of fair value of plan assets	Expected overall return on plan assets %
Equities	**-**	0%		-	0%	
Bonds	**-**	0%		25,163	99%	
Alternatives	**-**	0%		-	0%	
Cash	**5,733**	26%		148	1%	
Annuity policies	**-**	0%		49	0%	
Buy-in policy	**16,048**	74%		-	0%	
Total value of assets	**21,781**		1.4	25,360		1.4
Present value of scheme liabilities	**(16,096)**			(15,185)		
Surplus/ (Deficit)	**5,685**			10,175		
Brought forward surplus restriction	**(10,175)**			(10,063)		
Surplus restriction	**4,490**			(112)		
Surplus position on the Balance Sheet	**Nil**			Nil		

Movements in fair value of plan assets:

	2025	2024
	£000	£000
Value of assets at 1 January	**25,360**	27,303
Expected return	**1,361**	1,245
Actuarial gains/(losses)	**(4,171)**	(2,724)
Expenses paid	**(446)**	(231)
Benefits paid	**(323)**	(233)
Value of assets at 31 December	**21,781**	25,360

The actual return on plan assets was a loss of £2,810,000 (2024: loss of £1,479,000).

The fair value of the plan assets at the reporting period end was £21,781,000 (2024: £25,360,000).

Movements in the liability value over the year:

	2025	2024
	£000	£000
Value of liabilities at 1 January	**15,185**	17,240
Past service cost	**414**	-
Interest on liabilities	**819**	788
Actuarial losses / (gains):		
From change in financial assumptions	**(588)**	(2,133)
From change in demographic assumptions	**425**	(244)
From experience	**164**	(233)
Benefits paid	**(323)**	(233)
Value of liabilities at 31 December	**16,096**	15,185

Expected contributions for the year ended 31 December 2026

	£000
Defined benefit pension plans	
Employer	Nil – as closed to accrual

Amounts recognised in the Statement of Financial Activities.

	2025	2024
	£000	£000
Net interest income	**542**	457
Scheme administration expenses	**(446)**	(231)
Past service cost	**(414)**	-
Total (cost)/credit	**(318)**	226

Analysis of actuarial gains:

	2025	2024
	£000	£000
Actuarial (losses) / gains from assets	**(4,171)**	(2,724)
Actuarial (losses) / gains from a change in financial assumptions	**588**	2,133
Actuarial (losses) / gains from a change in demographic assumptions	**(425)**	244
Actuarial (losses) / gains from experience	**(164)**	233
Decrease / (increase) in irrecoverable surplus	**4,490**	(112)
Actuarial Gains / (losses)	**318**	(226)

19. Financial commitments

The group's total future minimum operating payments are as follows:

	Land and buildings 2025 £000	**Other 2025 £000**	Land and buildings 2024 £000	Other 2024 £000
Operating lease commitments:				
- within 1 year	**659**	**11**	479	11
- between 1- 5 years	**2,326**	**31**	1,859	39
- more than 5 years	**6,514**	**-**	5,892	3
From the balance sheet date				

20. Capital Commitments

There were capital commitments of £0.8m at 31 December 2025 (2024: £2.3m).

21. Related party transactions

No disclosure has been made of transactions between the parent and subsidiary undertaking in accordance with the exemptions allowed by FRS 102.

Total donations received in the year from five trustees and one director amounted to £3,898 (2024: £11,367 from seven trustees and one director). Total shop purchases made in the year amounted to £Nil (2024: £534).

Total reimbursements of expenses and professional fees paid in the year to two trustees and five directors amounted to £6,767 (2024: £2,045 paid to one trustee and nine directors)

During the year, the charity awarded grants totalling £176,000 (2024: £Nil) to The Animal Charity Pharmacy, a charity of which one of the trustees of this charity is Chair of Trustees. The trustee did not participate in the decision-making process relating to the award of this grant. As at year end 31st December 2025 the grants payable to Animal Charity Pharmacy are £76,000 (2024: £Nil)

22. Company Limited by Guarantee

The guarantee given by the members of the charity is £1 per member in the event of there being a deficiency of assets should the charitable company be wound up. In 2025 there were 11 members (2024: 12 members).