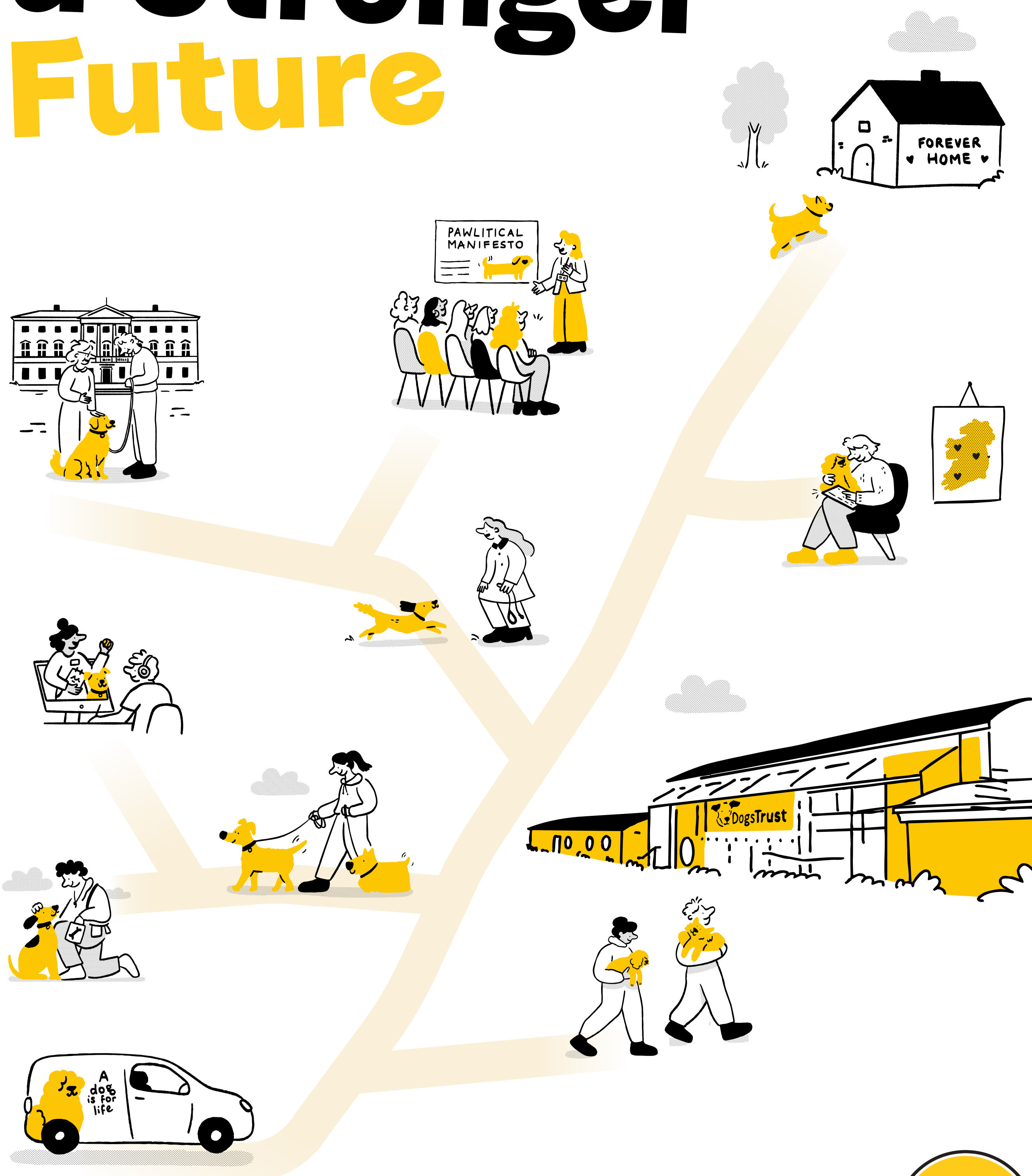
Mapping a Stronger Future



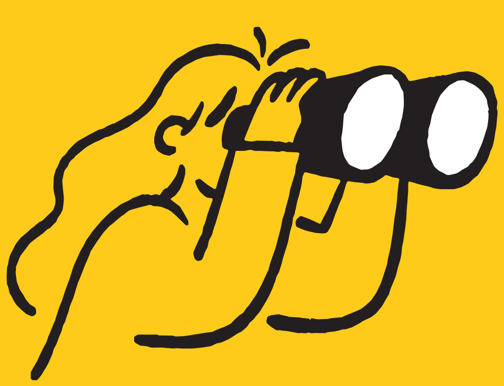
Dogs Trust

Annual Report and Accounts
for the Financial Year Ended 31 December 2025

Contents

Each case study has a QR code.
Scan these to learn more.

Throughout 2025, our journey toward creating a sustainable future for dog welfare in Ireland continued. This Annual Report charts our progress and outlines how we are making sure our achievements are making our ambitions for dogs and the people who love them a reality.



Who We Are

Mollie + Martin

Case Study
Learning to Love Again

“”

Mollie is one of the family. It is very clear that she loves us dearly. It is true that you cannot buy love. But, for us, you certainly can rescue it.

Earlier this year, we said goodbye to Dixie, who we adopted from Dogs Trust 10 years ago. After mourning his loss, we decided to adopt again, so turned once more to Dogs Trust, hoping to find a friendly dog who loves long walks. Just days later, we met Mollie, a three-year-old lurcher who had spent about a year in Dogs Trust recovering from severe neglect as she raised her puppies. Not long after, Mollie came home with us.

At first, she was a bit nervous, but quickly settled in, making herself at home and claiming the sunny spots around the house. Mollie loves every person and dog she meets, and adores long walks. She has explored parks, the Dublin Mountains, Seapoint, Sandycove, and Dun Laoghaire’s piers. Her favourite place is the Doggy Park in Shanganagh, where she can run and play freely.

Mollie has revitalised our lives, bringing entertainment, adventure, fun and, of course, friendship into our world.

Martin Fallon, Adopter

Learn more about how you can support us

We Are On A Journey To Help More Dogs

Why We Exist

We believe every dog deserves to live life to the full.

How We Do What We Do

We will not rest until we make the world a safe and happy place for dogs – so, together, we never have to let any dog down.

Who We Are For

We are here for all dogs, and the people who love and own them.

Our Vision, Mission and Values

If the last couple of years for Dogs Trust Ireland was all about finding our way, 2025 was the year when we discovered the map that would lead us to becoming a more integrated organisation, one even more focused on delivering the change and impact that dogs deserve.

While south, east and west on that map point toward our three Strategic Pillars, we have a new north to guide us, which we will come to shortly.

Strategic Pillar 1

Find All Dogs the Best Possible Home

Dogs need and deserve a loving home. Finding them a suitable home is a dynamic, life-saving and transformative job that we take on, wherever needed. Our efforts, supported by a nationwide network of fosterers and adopters, ensure dogs can live their best lives in secure, loving homes.

Find out more → Page 18

Strategic Pillar 2

Support and Empower Dog Owners Everywhere

We support people and dogs where they are, without judgement. This means connecting and working with communities to educate and empower people to better understand dogs, their needs and their interaction with society. To amplify this, we share our insights and partner with other organisations, trainers, professionals, dog carers, and businesses throughout Ireland.

Find out more → Page 22

Strategic Pillar 3

Reshape a More Ethical Market

We look to positively influence decision-makers about the acquisition and relinquishment of dogs to ensure their actions are informed and ethical. Open and collaborative relationships with key stakeholders are vital to improving the traceability and enforcement needed to support a healthy dog population. This extends to our advocacy work and how we proactively engage with the public about sourcing and owning dogs responsibly.

Find out more → Page 26

Our Vision, Mission and Values
(continued)

The Dogs Trust Way

The Dogs Trust Way defines the culture we need to achieve our purpose, meet our strategic goals, and make sure Dogs Trust Ireland is a great place to work. It is built on a clear set of values that underpins how we work and make decisions, supported by behaviours that bring those values to life every day.

Together, they provide a consistent foundation for how we operate, collaborate, and deliver impact for dogs and the people who care for them.

We Dream Big

Supporting idea:
We aim high but keep our feet on the ground.

We use our energy, ambition and determination to find new and better ways to make the world a happier and safer place for dogs and the communities they live in. We are prepared to get out of our comfort zone from time to time, and we are ready to explore innovative ideas and learn from what does and does not work.

We Make Things Happen

Supporting idea:
We know our stuff and never stop learning.

We solve problems in practical and proactive ways. When we are at our best, this positive, can-do attitude shines through to help us to turn challenges into opportunities.

We're on the Ball

Supporting idea:
We can do more when we do it together.

We use our knowledge in relevant and practical ways to make a difference, while being flexible and adaptable. Our mindset is that there is always more to learn, and that we can never stand still.

Our Behaviour Framework

Our behaviour framework is an important piece of the jigsaw making up our organisation and supports us in doing things The Dogs Trust Way.

The behaviours help to clarify how we can demonstrate our values day-to-day, articulating what we should expect of ourselves and of others.

Our behaviour framework focuses us all on a united purpose. It describes our organisational culture and how we:

- interact
- communicate
- treat each other
- get our work done daily

For each of our three values, we have two corresponding behaviour themes.

We Dream Big

1. Thinking boldly

- We channel our passion and commitment to think ahead and generate new ideas.
- We are brave enough to try new things and to do established things in new ways.
- We create a safe space to 'fail fast and learn'.

2. Embracing change

- We have the courage, the imagination and the flexibility to turn our dreams into reality.
- We focus on what really matters and are ready to change our ideas or our approach in order to make the biggest difference to dogs and the people who love them.

We Make Things Happen

1. Being proactive

- We have an optimistic, upbeat and can-do attitude.
- We actively build strong relationships within our teams and across Dogs Trust, looking for ways to help others, to solve problems and to turn challenges into opportunities.

2. Working together

- We are collaborative and inclusive.
- We are friendly, showing respect for the people around us and working to bring out the best in others.
- We trust our colleagues to act with positive intent, critiquing kindly and focusing on impact when we challenge.

We're on the Ball

1. Staying curious

- We pay attention to what is going on around us and remain open-minded.
- While we value our expertise, we recognise that we do not know everything; we look to learn from others and consider different angles and perspectives.

2. Focusing on impact

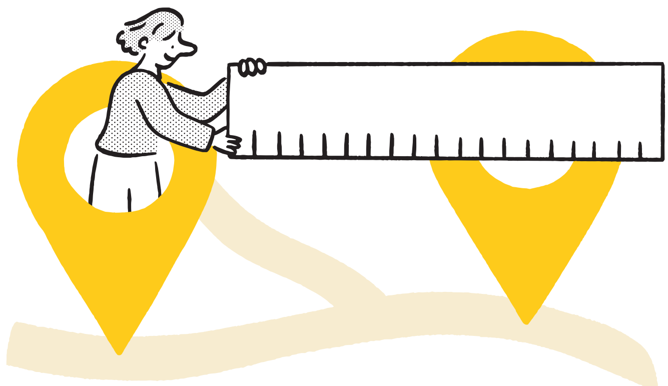
- We are passionate about the difference we make.
- We use our knowledge and experience to plan our work, solve problems effectively and achieve what we set out to do, balancing our long and short-term goals.

Message from the Chair of the Board

Improving governance will help us drive change

As Roxy, my rescue, dozes contentedly here under my desk, I'm reminded that one of the privileges of serving as Chair of Dogs Trust Ireland is seeing how we combine ambition, compassion and expertise to create lasting change for dogs.

Chair of the Board, Louisa Simons



We measure our success not simply by what we do, but by the positive difference we make for dogs, the people who love them, and the wider community. In 2025, we demonstrated that sustainable impact comes from balancing bold ideas with disciplined execution.

As a Board, our responsibility is to ensure the organisation remains true to its mission while building the governance, financial resilience and operational capability needed to deliver that mission for many years to come. Over the last 12 months, we have supported progress across our three organisational objectives: helping more dogs, securing our financial future, and fostering a positive, inclusive and collaborative culture.

One of the most significant developments has been our continued commitment to measuring progress more effectively. By setting clearer organisational objectives and tracking how we are progressing towards them, we are strengthening governance, improving accountability and making better-informed decisions. It gives us greater confidence that our ambitions are grounded in evidence, collaboration and continuous learning, helping us focus our resources where they can make the greatest difference.

We have also continued developing our approach to Environmental, Social and Governance (ESG). In 2025, we developed PawPrints, a practical framework to bring sustainability more consistently into our planning, governance and decision making. It provides an important starting point for managing risk responsibly, strengthening organisational resilience, considering our environmental and social impact, and keeping good governance central to how we grow, helping maintain the trust placed in us by supporters, donors, partners and the wider public.

Innovation has also played an important role in our progress this year. Continued investment in professional education, together with new approaches to community engagement, demonstrates an organisation that is prepared to evolve in response to changing needs. Likewise, improvements in our rehoming systems and operations are helping dogs move into loving homes sooner.

Good governance is rarely the most visible part of a charity's work, but it is one of the most important. It gives us the confidence to make the right decisions today, while preparing the organisation for the opportunities and challenges of tomorrow. Through thoughtful innovation, careful planning and responsible stewardship, we are helping ensure Dogs Trust Ireland remains a trusted leader in animal welfare, public policy and organisational excellence.

As the needs of dogs, owners and communities continue to evolve, so too must we. Our strategic review in 2026 will ensure we remain focused on where we can create the greatest impact over the next five years and beyond.

Finally, I would like to thank our dedicated colleagues, volunteers, supporters, partners and fellow Trustees. The compassion, expertise and commitment I see across Dogs Trust Ireland never fail to inspire me. Every achievement in this report is the result of people who believe dogs deserve better and who work tirelessly to make that belief a reality.

Louisa Simons
Chair of the Board
Dogs Trust Ireland

Message from the Chief Executive Officer

Turning progress into possibility

Stepping into the role of Interim Executive Director in October 2025 was both an honour and a responsibility.

Chief Executive Officer, Karla Dunne

With the departure of Suzie Carley, I recognised that not only had I some very big, difference-making shoes to fill, but that it was my absolute privilege to step into them. Working closely with Suzie during this transition, I began to truly understand what makes Dogs Trust such a special organisation.

What struck me was not simply the dedication and unwavering commitment of our team to improving the lives of dogs across Ireland, but the culture we have built together. Whether caring for dogs through our rehoming services, supporting owners through difficult moments, or influencing policy and legislation, our people demonstrate every day that when we work together with a shared purpose, we can make a lasting difference.

One of the most important developments in 2025 has been embedding Objectives and Key Results (OKRs) across the organisation. OKRs give us a shared way to monitor progress against our organisational objectives and understand how our work contributes to what we are trying to achieve together. They help keep us focused on the outcomes that matter most for dogs and the people who love them.

Helping more dogs will always remain at the heart of our mission. This year we made meaningful progress by reducing the time many dogs spent in our care, launching new training tools for dog owners, expanding professional education through the Lead and Learn Academy, and continuing to influence public policy on issues affecting dogs and the people who love them.

These achievements reflect a broader shift in how we think about these challenges, preventing them wherever possible before they can become a crisis.

Equally important has been our focus on securing Dogs Trust Ireland for the future. Sustainable development requires thoughtful planning, careful risk management, continued investment in our people and systems, and the confidence to evolve when circumstances change. This year, we strengthened the foundations that will enable us to continue delivering our mission for years.

I firmly believe that our culture is one of our greatest strengths. Continuing to invest in our people creates an organisation where colleagues feel valued, supported and empowered to do their very best work. The stronger our culture, the greater the difference we can make for dogs, their owners and communities across Ireland. One of the most significant developments this year has been our growing ability to measure that difference. This focus on measurable change will become increasingly important as we continue to grow.

Looking ahead to 2026, we will begin fully reviewing our strategy. As I look down at my own Dogs Trust dog, Obie, sitting beside me as I write this, I'm reminded that there is still much more to do. Taken away from his mum too young and sold by an unscrupulous breeder, I think of the thousands of other dogs who may be in poor welfare all across the country and need our help. Seeing the passion, expertise and determination of our colleagues, volunteers, supporters and partners every day, I am excited to work alongside them as we shape the next chapter of Dogs Trust Ireland. Together, we will continue working towards a future where every dog can live a safe, happy life and experience the love, care and companionship they deserve.

Karla Dunne
Chief Executive Officer
Dogs Trust Ireland

The Numbers We Measure

Numbers impress. But change matters. The numbers you see here tell the story of how we continued to positively impact the lives of dogs all over Ireland in 2025.

Caring for Dogs

1,110
dogs cared for by Dogs Trust Ireland

42
puppies rehomed in September, our highest month in 2025

281 dogs
adopted through our Regional Rehoming Programme

859
dogs found their forever homes

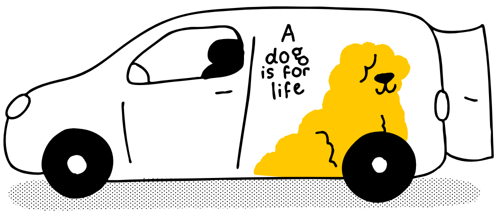
250
dogs cared for in foster homes

250+
dogs in our care across our centre, hubs, foster and homestay placements at any one time

60
dogs rehomed through our Home Adoption initiative

81
underdogs* rehomed

2,270
surrender requests, averaging 6 calls per day

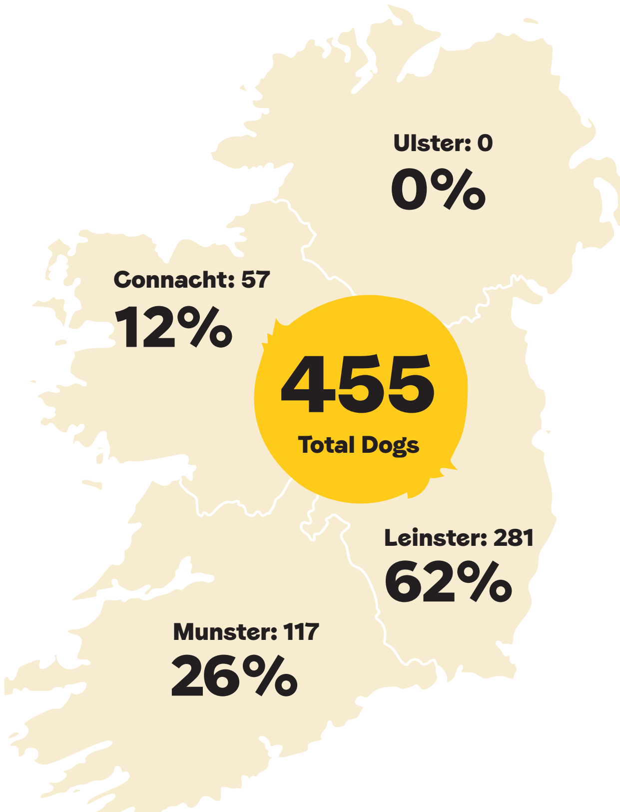


Strategic Pillars Pages 18-29

Strategic Enablers Pages 32-45

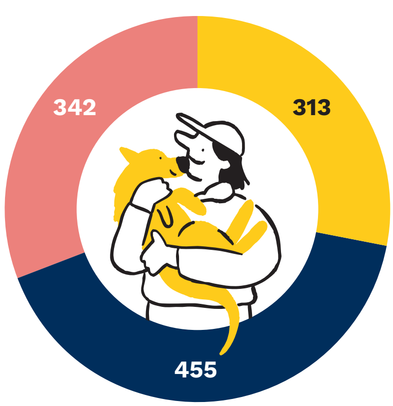
* Dogs who have been resident at our Rehoming Centre for six months or more.

Where dogs came into our care from in 2025*



Case Study
Speaking the Same Language
Learn more - page 30

Total number of dogs cared for:



- Born on site
- Handovers from organisations
- Handovers from individuals

Supporting Communities

1
Our first Continuing Professional Development (CPD) certified online short course launched

24,300
signatures on Renters Rights campaign to raise awareness of the lack of pet-friendly rentals

25,299
responses to Ireland's Dog Census

13,700
calls answered by our team

Powered by People

95
people on the Dogs Trust Ireland team

144
volunteers generously donated their time

€9.3m
in Fundraising and Legacy Income

33,000
Dog lovers who regularly support us

€1.7m
Generously received in legacies

201
Corporate supporters

* Figures are mapped by province of dogs coming into our care through a network of local authority pounds and welfare partners across Ireland.

What We Do

Toby

Case Study
Renters Rights Campaign

24,300 people signed the Dogs Trust petition calling for an end to blanket pet bans in rental housing.

With an ongoing shortage of rental accommodation in Ireland, Dogs Trust uncovered an under-reported consequence of the crisis. It was almost impossible to find rental accommodation that allowed dogs. The number of renters contacting us due to rental restrictions rose by 112% in five years. Dog-owning renters were being forced into a heartbreaking choice: surrender their dog or secure a home without them.

This became one of five policy measures in our wider strategic Pawlitical Manifesto calling on Government to create a better future for dogs. This policy change would reduce surrenders to pounds and rescues, and the abandonment of dogs across Ireland.

In 2025, we launched the ‘Goodboy, not Goodbye’ campaign, attracting national attention to the challenges faced by those renting homes with pets. The petition at the heart of the campaign featured Toby, a 12-year-old Spaniel surrendered to Dogs Trust despite his family searching for a rental for eight months. The campaign became our most successful of 2025 and made a real breakthrough when the government’s Housing Action Plan adopted Dogs Trust’s key policy recommendation to begin ending blanket pet bans in Approved Housing Body properties. This marked an important first step towards ensuring people who love dogs no longer have to choose between their home and their four-legged companion.

Read more about the ways we’re campaigning for dogs and their owners

Snapshot of Our Strategy

Our strategy is built around three connected elements. Our Strategic Pillars define the change we want to create for dogs. Our Strategic Enablers provide the organisational capabilities that make that change possible. Our Objectives and Key Results (OKRs) help us measure whether we are making meaningful progress. Together, they provide the framework that guides how we plan, prioritise and deliver our work.

Our Destination

A world where every dog can live life to the full

Our Map to Guide Us There

Strategic Pillar 1:

Find All Dogs the Best Possible Home

See more → Page 18

Strategic Pillar 2:

Support and Empower Dog Owners Everywhere

See more → Page 22

Strategic Pillar 3:

Reshape a More Ethical Market

See more → Page 26

Strategic Enabler 1:

People and Culture

See more → Page 32

Strategic Enabler 2:

Fundraising and Brand

See more → Page 36

Strategic Enabler 3:

Infrastructure and Systems

See more → Page 40

Strategic Enabler 4:

Insights and Innovation

See more → Page 44

Objectives and Key Results (OKRs) are the way we measure progress against our strategy. Introduced in 2024 and embedded across the organisation in 2025, they connect our ambitions to measurable outcomes and help us understand the impact of our campaigns, programmes and day-to-day activities. Every Strategic Pillar and Strategic Enabler contributes towards one or more of these organisational objectives, ensuring teams across Dogs Trust Ireland are working towards shared outcomes.

Our Compass to Ensure We Are Moving in the Right Direction

Our **Objectives** are the ambitious, aspirational goals that define what we want to achieve (e.g. improving outcomes for dogs, reaching more owners, driving systemic change).

Our **Key Results** are the specific, measurable actions that show we're making progress. These go beyond just numbers; they tell us if we're making a real difference.

Objective 1: **Help More Dogs**	Objective 2: **Secure Our Financial Future**	Objective 3: **Foster a Positive, Inclusive & Collaborative Culture**
Key Result 1: Expand our reach and impact for dogs across Ireland.	**Key Result 1:** Grow sustainable and diversified income.	**Key Result 1:** Strengthen a culture built on shared purpose and collaboration.
Key Result 2: Strengthen public awareness and advocacy for dog welfare.	**Key Result 2:** Strengthen the systems and infrastructure that support our mission.	**Key Result 2:** Enable positive organisational change and continuous improvement.
Key Result 3: Use insight and evidence to inform better decision-making.	**Key Result 3:** Embed responsible and sustainable organisational practices.	**Key Result 3:** Invest in the development and wellbeing of our people.
Key Result 4: Increase understanding of responsible dog ownership.	**Key Result 4:** Deliver an excellent supporter and stakeholder experience.	

Strategic Pillar 1

Find All Dogs the Best Possible Home

Changing how we do things to transform the lives of dogs

2025 saw us looking at innovative ways we could optimise our rehoming processes and support our staff to help more dogs move towards their forever homes sooner. Through smart thinking and strong training, things are moving in the right direction.

Less Time in Kennels

Helping more dogs also means helping them move on to the right home sooner. We reduced both the number of long-term dogs in our Rehoming Centre and the average length of time dogs spent in our care. This means less time in kennels, helping to protect their wellbeing and giving more dogs the best chance to thrive in a new home.

When we began the Less Time in Kennels push in January 2025, the average length of stay sat at 200 days. In November, we had brought it down to just 120 days, showing the impact of focused operational attention. At year end, the number had risen slightly to 135 days, but still marked a significant improvement compared to the start of the year.

Establishing length of stay as an active management measure gives us a clear model for reducing the number of long-term residents at our Rehoming Centre.

11-year-old Terrier Cross Mufasa came into our care in May 2025 alongside another dog, after his family had to move house. After several months in our care, he found his forever home in September 2025.

Capacity to Care

As fewer dogs remain in our care long term, we are focusing on how we can best support dogs who need more time, specialist care or behavioural support before they are ready for a home. This includes building the skills and confidence of our teams and making sure they have the time, resources and support needed to give each dog the best chance of progressing.

It also means understanding the types of dogs coming into our care so we can help more dogs find the right match.

In 2025, we recruited seven Dog Training Volunteers to work alongside our dog care teams. They support individual training plans and provide greater consistency, enrichment and one-to-one support, helping dogs build the skills and confidence they need for life in a home. By putting the right support around each dog, we can help more of them make progress and reduce the time they spend waiting for a loving home.

33% 

Less time spent in kennels

Our New Social Media Rehoming Strategy

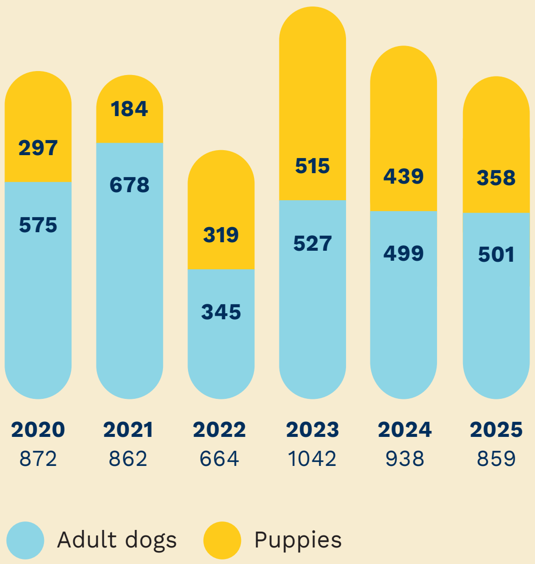
With a focus on finding forever homes for our Underdogs, long-term residents who have been in our care for six months or more, we launched a refreshed rehoming strategy during the summer.

Built around our wider rehoming objectives, the approach used targeted appeals and social trends to help more people discover the dogs waiting longest for a home. The posts reached up to 753,000 people and generated over 48,000 engagements. Our plan is to use our learnings to inform social activity in 2026 and increase our reach and impact even more.

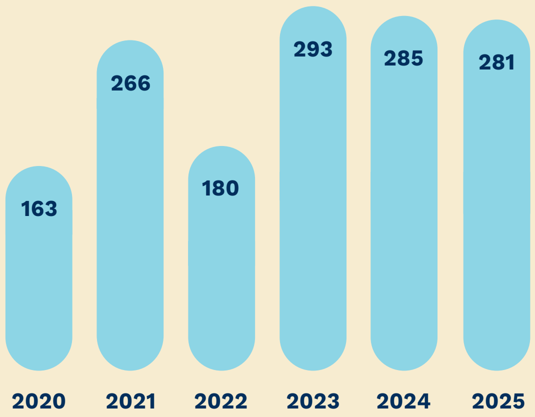
81 

number of Underdogs rehomed in 2025

Adoption Trends since 2020



Regional Rehoming Trends since 2020



Creating More Paths to Adoption

In 2025 we continued to explore what adoption can look like, developing more flexible ways to help dogs move into the right homes and spend less time in our care.

- **Regional Rehoming** brings dogs closer to adopters through our hubs in Connacht, Leinster and Munster, widening access to adoption.
- **Home Adoption** gives owners a supported alternative to surrender, allowing dogs to remain safely at home while we find the right match. This reduces disruption for dogs and helps prevent unnecessary kennel stays.
- **Fostering** gives dogs who need additional time, space or support the opportunity to thrive in a home environment while they wait for adoption.
- **Post-Adoption Veterinary Support** helps remove barriers for adopters considering dogs with ongoing medical needs, providing veterinary support after rehoming.

Together, these approaches are helping us rethink what rehoming looks like: using our expertise, resources and partnerships more effectively so dogs can move through care with greater pace, confidence and the best possible chance of a happy life.

King Arthur, a nine-year-old Staffie, had been waiting for his forever home, so we created an Instagram Reel to bring his story to more potential adopters. It reached 25,000+ people and generated 30,000+ views. Within 24 hours, he was booked for adoption, showing how digital storytelling can help dogs find the right home.

Solas, a two-year-old Bichon Frise who needed extensive veterinary treatment and ongoing medical support before finding her safe and loving forever home.

So what's next for this Strategic Pillar?

Help More Dogs

We will continue evolving how our dog care teams are organised to provide the very best care for every dog. By maximising expertise where it has the greatest impact, we will reduce time spent in kennels, improve welfare outcomes and help more dogs find loving homes sooner.

Strategic Pillar 2

Support and Empower Dog Owners Everywhere

Supporting people to give dogs their best lives

Every dog is different, with their own personality, needs and way of experiencing the world. In 2025, we helped more owners and dog professionals understand and meet those needs through trusted training, behaviour advice and practical support: building knowledge and confidence to help dogs live happy, healthy lives.

Training and Engagement: Moving from Direct Delivery to Knowledge Leadership

In November, we completed changes to our Training and Engagement team, moving away from activities such as in-person classes, school visits and live workshops and towards ways of sharing our knowledge with many more people.

Through digital learning, practical resources, partnerships and professional education through the Lead and Learn Academy, we can make trusted dog knowledge easier to access, wherever people are.

Our aim is to become Ireland's leading source of trusted dog knowledge, helping more owners and professionals feel informed, confident and better equipped to support dogs throughout their lives.

Fido, an 18-month-old Terrier crossbreed who arrived in our care in July 2025 as a stray from Galway Dog Pound, training with Dogs Trust Ireland volunteer Aileen.

Dogs Trust Lead and Learn Academy

Due to a lack of availability, 57% of Irish dog owners struggle to access professional dog services. In response, we launched the new Lead and Learn Academy in September. This virtual learning environment offers accessible, expert-led courses to aspiring dog care professionals across the country.

The first course to be launched, Dog Training Essentials: from Care to Coaching, is designed to provide a strong foundation in dog behaviour and welfare. Ideal for those considering a career in dog training, it was created by canine experts and learning specialists and consists of five modules delivered over eight weeks. Students learn everything from dog welfare to the foundations of dog behaviour, as well as how to handle dogs safely.

Supporting our ambition to strengthen professional education in the canine sector, Canine Disease and Prevention became the first course from Dogs Trust Ireland and the Lead and Learn Academy to achieve Continuing Professional Development (CPD) certification.

Helping us provide confidence to those already working in the dog care industry and inspiration to those thinking about a change of career, we acknowledge the generous support of our donor, an Irish Family Foundation, in enabling us to undertake our work, with a donation of €100,000 that will sustain the academy throughout 2026.

Empowering Owners of Adolescent Dogs

Barking. Pulling on the lead. Stealing things. Poor recall. Jumping up. Many owners find the behaviours that adolescent dogs exhibit a challenge. According to data from our teams, this is one of the main reasons that dogs between six months and two years of age are most at risk of relinquishment, with the teenage dog group representing 42% of surrender requests.

Our new Teenage Dog Online Training Course is a digitally delivered programme for owners of teenage dogs. Split into four affordable mini courses – enabling owners to purchase modules targeting specific behaviours – the course is designed to strengthen dog-owner relationships during this crucial life stage with both learning tools and expert-led support.

Bridging the Gap between Professional Learning and Owner Advice

By mirroring the content used in our Lead and Learn Academy courses with that in our dog owner resources, we are now able to provide practical, accessible advice and empower all audiences with the same core understanding, regardless of their level of expertise. September saw us release three pieces of content under this strategy: My Doggy Details, Is Your Dog Holiday Ready, and Health at Home.

Improving the Veterinary Voucher Scheme

As more dog owners sought help with veterinary costs, our Veterinary and Operations teams improved the process for accessing veterinary vouchers. In 2025, 995 vouchers were redeemed, helping owners access essential treatment and, in some cases, avoid having to surrender their dogs.

Renters Rights: Bringing the Issue to Decision Makers

The leader of the Labour Party, Ivana Bacik TD, along with colleagues Robert O'Donoghue TD and Councillor John Walsh, visited the Rehoming Centre in July to learn more about the work of Dogs Trust and discuss our Renters Rights campaign in more detail. A passionate proponent of Renters Rights, Deputy Bacik has raised the issue in the Dáil, with her colleagues pushing for updates on guidelines on dog owners renting social housing. Deputy O'Donoghue has also been a great ally in highlighting our work in the area of dog control at government level.

The visit allowed us to expand our voice in the Oireachtas, where we are not only positioning the Rehoming Centre as a critical hub for education, advocacy and policy influence, but have also been invited as a witness group to an upcoming public session on Dog Welfare with the Oireachtas Committee on Agriculture and Food.

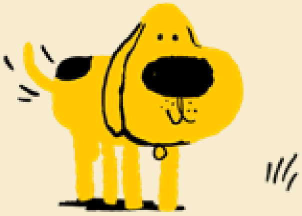
Our online courses can be accessed anytime, anywhere on your smartphone.

From left: Robert O'Donoghue TD, Ivana Bacik TD, Sarah Lynch, Dogs Trust Ireland Policy, Compliance & Research Manager and Cllr John Walsh during a visit to the Rehoming Centre.

Our annual Halloween advice campaign reached 1.6 million people in 2025, helping more owners recognise signs of stress and take practical steps to reduce fear and anxiety for their dogs.

So what's next for this Strategic Pillar?

We're continuing to make expert training and practical advice available to more dog owners and professionals, wherever they are.



Strategic Pillar 3

Reshape a More Ethical Market

Creating lasting change for dogs

Our work to reshape a more ethical market is about creating a better world for dogs at every stage of their lives. Meeting with key policy and decision makers is an important part of this, giving us the opportunity to champion better welfare, influence the laws and policies that affect dogs, and help create lasting change for dogs now and in the future.

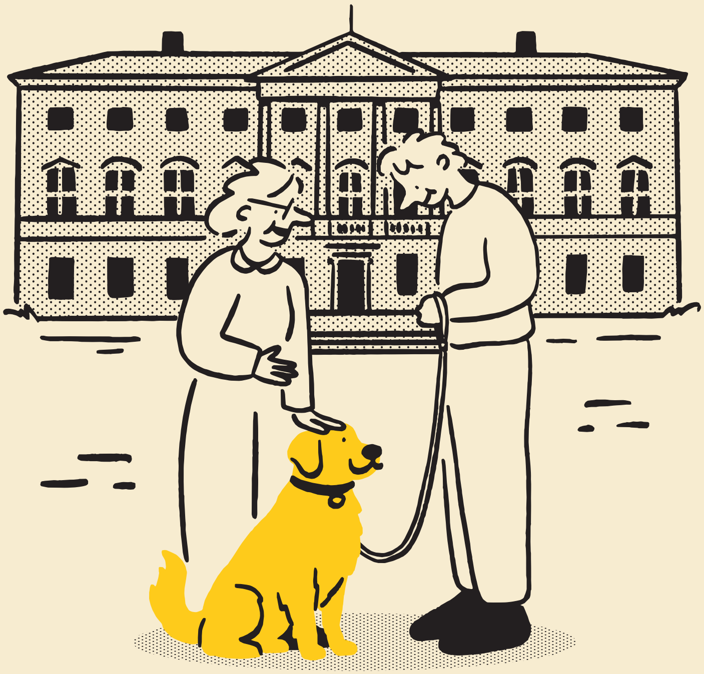
Pawlitical Manifesto Update

In 2025, Lord Mayor of Dublin Emma Blain became Dogs Trust Ireland's Pawlitical Ambassador, helping us champion the issues that matter most for dogs and the people who love them.

A key focus was advancing our five-point Pawlitical Manifesto, which calls for stronger protections for dogs across Ireland, from ending cruel breeding practices and improving traceability, to strengthening dog control and helping renters keep their dogs in their home. Emma also supported our call for a dedicated Junior Minister for Animal Welfare and Control.

We saw encouraging progress in 2025, with responsibility for dog breeding and dog control moving to the Department of Agriculture, Food and Marine. This brings these important areas of dog welfare under one government department, while Local Authorities continue to play a vital role in enforcing dog control laws in communities across Ireland.

Lord Mayor of Dublin and Pawlitical Ambassador Emma Blain, who amplifies our voice and builds support around key issues.



Involvement in Dog Control Stakeholder Group

We continued our participation in the Dog Control Stakeholder Group, expressing our strong concerns and pushing for change surrounding the newly established Control of Dogs (XL Bully) Regulations 2024. We made clear our position that Dogs Trust Ireland does not believe breed-specific legislation is the answer to public safety. Science has borne this out, and we will continue to advocate for change at the root cause of behaviour, rather than punishing specific breeds and owners.

The work of the group was split into three areas:

» Dog Breeding Establishments
» Traceability (including Neutering)
» Education and Training

Dedicated subgroups were created to concentrate on each area with Dogs Trust Ireland chairing the Education and Training subgroup and sitting in on the other two groups.

Monthly meetings for each group resulted in the publication of individual reports containing recommendations that, if implemented, could see a step change in dog welfare, control, and breeding in our country.

All three subgroup reports will be part of the final report of the Dog Control Stakeholder Group, to be submitted to the Minister for Agriculture, Food and Marine, Martin Heydon TD, in 2026.

Nieve, a 4-year-old Springer Spaniel Cross, arrived in our care in November 2024 after being rescued from a suspected breeding establishment.

Nina Carberry MEP Came to Talk Traceability

Visiting the Rehoming Centre in July 2025, Nina Carberry MEP discussed the issue of puppy smuggling and traceability in the canine world. She drew parallels with her experience of tackling traceability in the equine industry, where she is working to identify and rectify loopholes that exist between the EU and the UK, notably through the Northern Irish border.

Kindness at Christmas

In November, we put the urgent need to end cruel breeding practices at the heart of our Christmas campaign. Kindness at Christmas brought together advocacy, public engagement and supporter mobilisation around Article Two of our Pawlitical Manifesto, calling for stronger protections for dogs through improved breeding legislation, regulation and guidance.

The campaign gave this issue a prominent national platform at one of the most important times of the year for public engagement. It featured a refreshed version of our powerful Sold a Pup TV commercial, first aired in 2020, supported by coordinated digital and communications activity. By showing the reality behind irresponsible breeding and giving people a clear way to take action, we were able to turn concern into visible public support for change.

A total of 15,334 people signed our petition, adding significant weight to our call for stronger protections and demonstrating how strongly this issue resonates with the public. Just as importantly, the campaign helped us build a growing community of people who share our belief that dogs deserve better and who want to play a part in creating that change.

Kindness at Christmas was therefore about more than a single campaign moment. It helped strengthen our voice, grow our supporter community and build momentum behind one of our key policy asks, showing the value of bringing people together around a shared purpose for dogs.

After her visit to the Rehoming Centre, Jennifer Whitmore TD invited Dogs Trust Ireland to the Oireachtas to discuss the introduction of the Dog Welfare (Amendment) Bill 2025 and the effects of bad breeding on mums and their pups.

So what's next for this Strategic Pillar?

Following on from our engagement with MEPs like Nina Carberry, we now plan to develop a cohesive strategic approach to how we influence and engage with political stakeholders both at home and at EU level.

Making Things Happen

Maia

Case Study

Speaking the Same Language

"At Dogs Trust, I've found somewhere I truly belong. As a deaf person and lifelong dog lover, their commitment to inclusion has had a lasting impact on me."

I first discovered Dogs Trust as a child through a book of stories they published about dogs they had given a new chance at life. Today, as a volunteer, I feel privileged to help create safe, comfortable spaces for dogs in our care and see firsthand the difference that compassion can bring.

The culture at Dogs Trust is built on a shared love of dogs and a strong sense of community. Everyone is welcoming, supportive, and always willing to help. I've built genuine friendships here and feel valued as part of a diverse community united by a common purpose.

Last year, I took part in a special goodbye video for Neville, a long-term resident who is deaf and was trained through hand signals. In the video, I signed to him that he was going to his forever home. Connecting with Neville in this way was incredibly meaningful and reflected what belonging means at Dogs Trust: creating an environment where everyone can thrive being themselves.

Watch Neville's going home video here

Strategic Enabler 1

People and Culture

Building better lives for dogs starts with caring for our people

We may be all about dogs, but we can't fulfil our mission without our people. When they feel seen and valued in their roles, they are empowered to show up every day. Inclusion powers our mission to help more dogs.

The Belong Group Is Born

The Belong Programme is our Diversity, Equity, Inclusion and Belonging (DEIB) initiative and was created in 2024 to embed inclusion and cultural representation in our everyday practices, to ensure these principles become lived organisational values reflected in how we work, lead, and support one another.

Recognising our people as our most vital asset, we made significant investments in the four key areas outlined below in 2025, improving our onboarding, training, and people policies. To sustain the positive cultural and workplace outcomes achieved through these investments – benefiting both our teams and the dogs in our care – we have brought all our people and culture initiatives together under the Belong Group, appointing a dedicated leader to drive the strategy forward in 2026.

→ **Resilience and Wellbeing**

Enhancing wellbeing, WRAW (Workplace Resilience and Wellbeing), and reflective practice to address the emotional demands of animal welfare work.

→ **DEIB**

Strengthening initiatives that ensure our workforce reflects our communities and fosters a more inclusive culture.

→ **Ways of Working**

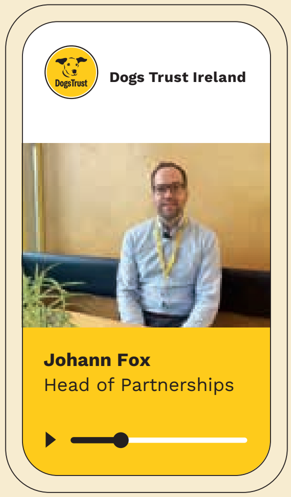
Adapting our work practices with clear, organisation-wide meeting connectivity.

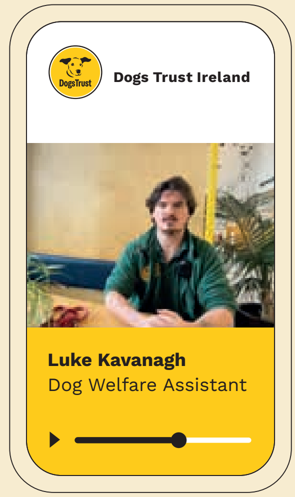
→ **Staff Engagement**

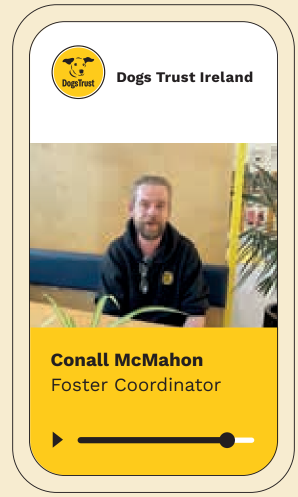
Boosting engagement through clear communication, recognition, and quarterly staff Anchor Moments.

The Belong Programme

Opposite: Throughout 2025, we celebrated the people behind our mission, recognising the care, commitment and contribution our colleagues bring to Dogs Trust Ireland every day.







Celebrating Diverse Cultural and Awareness Events

Participation and engagement were strong in our celebrations of events including Neurodiversity Week, Pride Month and the Dublin Pride Parade, International Women's Day and Men's Day, and Mental Health Awareness Week.

Pride Month saw a record turnout of 30 staff members representing Dogs Trust Ireland at the Dublin Pride Parade, while our International Women's Day and Men's Day videos became the most viewed content on our organisation-wide intranet in their month of publication.

Anchor Moments

These quarterly all-staff events were introduced to bring colleagues together, reflect on progress, reinforce shared priorities, and centre wellbeing. Each Anchor Moment features a Belong update where there are opportunities for staff feedback and idea sharing. These sessions regularly feature external speakers on wellbeing and celebrate the contributions of staff and volunteers.

We also use these quarterly events to Paws for Applause, showing appreciation for our colleagues who pour their loving energy into what we do.

"I know I'm only one person, but I feel like in this little corner of the world I know I can make a difference, and that's really important to me"

Luke Kavanagh, Dog Welfare Assistant

Gender Pay Gap Reporting

Fair and equal pay is just one of the many ways we prove our commitment to the people who show up every day to make our mission a reality. Staying true to our commitment to transparency and building a fair, inclusive and supportive workplace, we began reporting on our Gender Pay Gap in 2025.

In a predominantly female workplace – with women making up just over 80% of our employees – our findings were that the overall gender pay gap at Dogs Trust Ireland is marginal, with women slightly ahead on the median measure.

The report reflects a marginal gender pay gap across base hourly rates, with minor variations largely due to workforce composition and role types rather than unequal pay practices.

Read our Gender Pay Gap report here

"In a predominantly female workplace – with women making up just over 80% of our employees – our findings were that the overall gender pay gap at Dogs Trust Ireland is marginal, with women slightly ahead on the median measure."

Ciara Murran, Head of Communications and Chair of the Belong Group

Dog Welfare Supervisor Karen McLoughlin with Donnacha, an eight-year-old Lurcher who came into our care in January 2025. After having a leg amputated, Donnacha continues to receive the specialist care and support he needs while he waits for his forever home.

Volunteering – The Lend a Paw Programme

Even with all the expertise and training we have on our team, we would not be able to carry out our mission without the compassionate support of our volunteers, who bring so much kindness, energy and love to our organisation and our work.

Formally launched in 2023, the Lend a Paw volunteering programme had 144 active participants last year, volunteering 2,500 hours of their time.

The programme was awarded the Fingal Managing Volunteers Award in 2025, recognising excellence in volunteer governance, support, and best practice. To achieve this standard within two years of programme launch represents a significant milestone and provides independent validation of our approach to volunteer management, quality, and impact.

Lend a paw VOLUNTEERING

You're Pawsome is how our people recognise each other for the work they do that makes a big difference.

The Dogs Trust Way Award recognises colleagues who are fantastic role models and live out our values.

The Outstanding Impact Award is for colleagues who have done something truly outstanding for Dogs Trust. Whether it's delivering a strategically important piece of work or being consistently, inspiringly brilliant at their job.

Service Recognition is awarded for five-year, 10-year and 15-year anniversaries, thanking colleagues for their commitment to Dogs Trust.

Our team came together at Dublin Pride to celebrate inclusion, community and the importance of creating a place where everyone feels welcome, valued and able to belong.

Strategic Enabler 2

Fundraising and Brand

Raising funds and heightening awareness

2025 was about embracing digital in unprecedented ways and optimising our brand to make our fundraising more efficient and effective, helping both dogs and dog owners in need of support.

Building the Support That Makes Our Work Possible

Everything we achieve for dogs is made possible by people who choose to stand with us. In 2025, we continued to strengthen how we raise funds, build relationships, and connect with people across Ireland. We grew our supporter community, invested in improving the supporter experience, developed our digital fundraising capability and built deeper relationships with businesses, philanthropists, trusts, and foundations. Alongside this, the Dogs Trust Ireland brand continued to grow in reach and trust. Together, this work is helping us build a stronger and more sustainable foundation for the future, so we can be there for more dogs and the people who love them.

"In 2025, we strengthened the foundations of our fundraising by growing our supporter community, deepening relationships and improving the supporter experience. This is helping us build more sustainable income so we can be there for more dogs, for longer."

JoAnne O'Donovan,
Group Head of Fundraising & Development

Fundraising for the Future

During 2025, we continued developing a fundraising model focused not only on raising income today, but on building stronger relationships with supporters for the future. We recruited 9,985 new regular supporters, reaching 99% of our annual recruitment target. By the end of the year, 32,838 active Direct Debits were helping provide reliable, ongoing support for our work.

We also began taking a closer look at how people experience Dogs Trust Ireland as supporters. Our Customer Experience programme mapped important interactions across phone, email, post and in-person contact, bringing colleagues from across the organisation together to identify where we can make supporting us easier, more personal, and more rewarding.

Our digital capability continued to evolve too. We introduced greater specialism across campaigns, email, automation, digital advertising, and online products, allowing us to test, learn and improve how we engage supporters.

Our digital reach grew from 521,000 in July 2024 to 1.43 million in July 2025, helping us connect more people with our work and create new opportunities to support dogs.

A Lasting Connection

Gifts left to Dogs Trust Ireland in wills made an extraordinary contribution to our work in 2025, generating €1.74 million to help provide care and support for dogs. But legacy giving is about much more than income. It reflects the lasting place dogs hold in people's lives and the trust people place in Dogs Trust Ireland to be there when we are needed.

Our free Canine Care Card gives dog owners reassurance about what will happen to their dog if they become seriously ill, move into long-term care or pass away. By making arrangements with Dogs Trust Ireland in advance, owners can have peace of mind that their dog will be cared for and supported to find the right new home.

We also continued creating ways for people to remember dogs they have loved and lost. Our Legacy Garden at the Rehoming Centre provides a dedicated place for remembrance, while personalised memorial tags allow families to create a lasting tribute to their dog while supporting other dogs in need. During 2025, we also developed the next phase of The Big Paws, our national remembrance and celebration campaign to honour dogs who have passed on, strengthening our grief support content for bereaved dog owners in their moment of need.

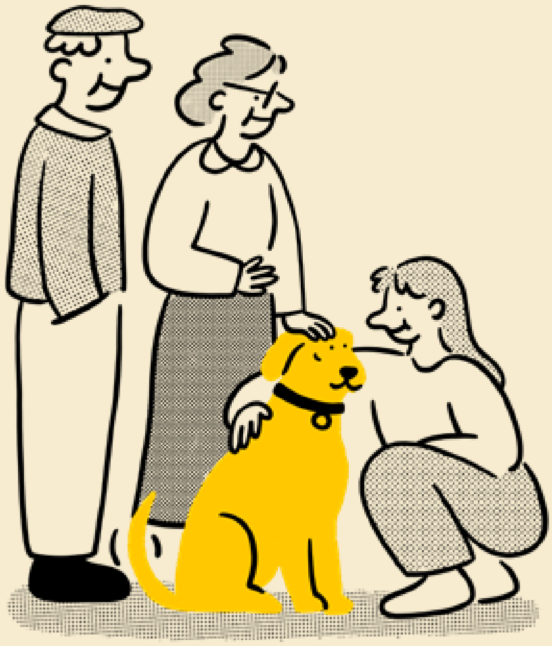
Growing Partnerships for Greater Impact

Relationships with businesses, philanthropists, trusts, and foundations are becoming an increasingly important part of how Dogs Trust Ireland builds sustainable support for its mission.

During 2025, Partnerships activity generated more than €330,000, alongside continued development of our Individual Philanthropy and Trusts and Foundations programmes. Our relationship with a private family foundation continued to provide significant support for our work, with €100,000 received during 2025 to support our mission. Individual Philanthropy also continued to grow. We strengthened how we identify and engage potential major donors, with one long-term supporter making a significant multi-year commitment to Dogs Trust Ireland.

These relationships represent more than financial support. By building connections around shared purpose, we can also unlock expertise, influence and reach that help us make a greater difference for dogs.

The Canine Care Card gives owners peace of mind that, if circumstances change and they can no longer care for their dog, Dogs Trust Ireland will be there to help.



The Dog Effect

In 2025, we also began exploring how our partnerships could create value beyond traditional fundraising. The Dog Effect celebrates the positive impact dogs have on human wellbeing, relationships and communities and provides a new way to engage employers in the role they can play in supporting dog owners.

At Paws for a Cause, hosted at Google Ireland's Foundry, business and industry leaders came together to explore this connection and the opportunity for workplaces to become more supportive of people who share their lives with dogs. Our research found that 77% of employees said dog-owner-friendly policies would make them more likely to stay longer in a job.

By starting conversations around shared purpose rather than fundraising alone, we are opening new possibilities for relationships that can create lasting value for dogs, people, and the organisations we work with.

Reimagining Sponsor a Dog

10 years after its launch, Sponsor a Dog remains one of the most important ways people build ongoing relationships with Dogs Trust Ireland and support our work.

Following a comprehensive review of the programme looking at how supporter expectations have changed, we identified opportunities to improve the first-year supporter journey, from the moment someone chooses to sponsor a dog through to how we communicate the difference their support makes. It also highlighted ways to be more digital in nature, creating a more engaging and sustainable experience.

These findings are shaping a redesigned Sponsor a Dog programme for 2026, ensuring this established part of our fundraising continues to evolve alongside our supporters and provide dependable income for our work with dogs.

Opposite, from left: Former Dogs Trust Ireland Executive Director Suzie Carley with special guests Miriam O'Callaghan, Sybil Mulcahy, Maeve Madden, Bobbie Hickey and support dog Josie with Louisa Simons, Chair of the Board and Julie Dilger, Head of External Communications at Google during Paws for a Cause, September 2025.

A Brand People Know and Trust

For over a decade we have taken part in nfpResearch's charity sector survey, providing a valuable health check on public awareness, trust and relevance. In 2025, Dogs Trust Ireland remained the most spontaneously recalled brand in the animal welfare sector and ranked 13th across the charity sector overall. Most importantly, trust rose from 70% to 74%, while 58% of respondents correctly identified our logo, confirming the strength and recognition of our brand.

2025 Awards

- Charities Institute Ireland's Excellence Awards "People's Choice Award" for Dogs Trust Ireland, for the second consecutive year
- Chartered Accountants of Ireland Published Accounts Awards, Not-for-Profit - Small/Medium Category and Overall Award for Brand, Communications and Digital
- Social Media Awards (The Sockies) - Gold in the Instagram Charity category
- Social Media Awards (The Sockies) - Silver in the TikTok Brand category
- Level 1 Fingal Managing Volunteers Award (FMVA) for the Lend a Paw Programme

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Our online community continues to grow:

	Facebook	Instagram	TikTok	LinkedIn
	+2%	**+11%**	**+81%**	**+16%**
2022	181,220	88,482	4,700	4,495
2024	185,994	100,290	12,399	7,972
2025	190,189	111,283	22,489	9,266

Strategic Enabler 3

Infrastructure and Systems

Building the systems that help us work smarter

Good infrastructure should make it easier for people to do their best work. In 2025, we continued strengthening the systems, information and ways of working that support our mission, helping teams work more consistently, make better-informed decisions and focus their effort where it can have the greatest impact.

Objectives and Key Results

Objectives and Key Results (OKRs) were introduced in 2024 and became embedded more consistently across Dogs Trust Ireland during 2025.

OKRs give teams a shared way to connect day-to-day activity with our organisational objectives and focus more clearly on the outcomes we want to achieve.

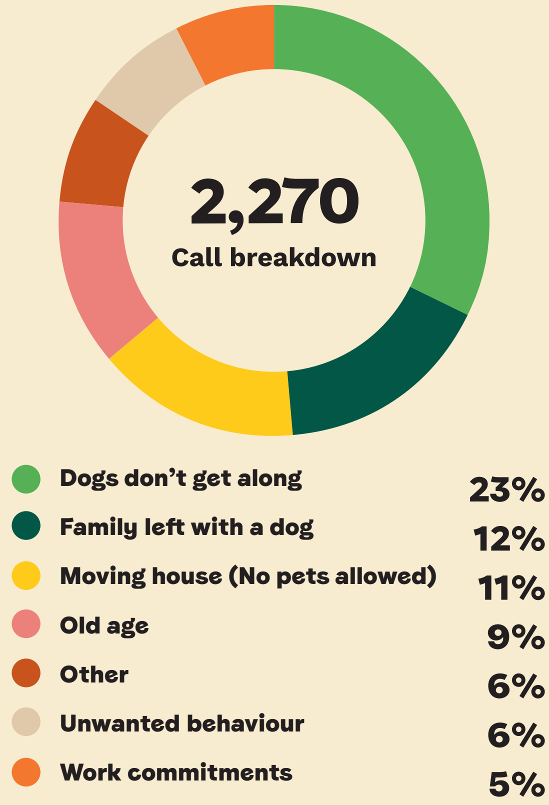
By creating greater visibility of progress across the organisation, they are helping teams align priorities, learn from results and make better informed decisions about where to focus time and resources.

Learn more about our OKRs on page 17.

Neville, a seven-year-old deaf Staffie, who was adopted in 2025 after spending almost four years in our care.

Calls to Dogs Trust Ireland

Reasons cited by owners for giving up a dog



Calls to give up a dog

Making It Easier to Connect with Us

During 2025, our Customer Experience work helped us look more closely at how enquiries, information and feedback move through Dogs Trust Ireland.

Reviewing interactions across phone, email, post, visits and adoption highlighted opportunities to make our processes simpler, more consistent and easier for both the public and our teams to navigate.

This work created a roadmap for improvement, including:

- **A redesigned Rehoming Centre tour**, with trained guides and consistent storytelling to help visitors understand the difference their support can make.
- **An enhanced Adoption Day experience**, creating more memorable moments for adopters and stronger connections with Dogs Trust Ireland from the very beginning.
- **A refreshed Rehoming Centre shop**, making it easier for visitors to engage with our work and support dogs through their purchases.
- **A simpler contact experience**, creating one centralised workflow to improve how we respond to enquiries across phone, email and post. This will help us understand what people need and respond more quickly.
- **Better use of feedback**, focusing on resolving issues early and using what we hear from supporters to continually improve how we work.
- **A shared source of information for staff**, helping frontline teams provide more accurate and consistent answers, whatever channel a supporter uses to contact us.

In 2026, we will continue simplifying and improving the supporter experience, using better systems and insight to build lasting relationships so more people choose to stay involved, advocate for our work and support our mission.

Technology and Data

During 2025, we continued investing in the data and technology foundations needed to support the future development of our Customer Relationship Management system and migration to Salesforce.

This work is about much more than replacing one piece of technology. Better connected and higher quality data will help teams build a clearer understanding of our supporters and stakeholders, improve reporting and forecasting, create more relevant experiences and make information easier to access and use.

Building Our Technology and Data Foundations

Our future Salesforce system is being developed in partnership with Dogs Trust UK and implementation partners. Preparing the foundations carefully will help ensure the technology supports how Dogs Trust Ireland wants to work, rather than simply recreating existing processes in a new system.

Together with the process improvements identified through our Customer Experience work, this represents an important step towards a more connected organisation, where better systems and better information help our people make better decisions.

Above: Jake, a six-year-old Husky adopted from Dogs Trust in 2022, happy with his owner at home.

Opposite: Members of the Dogs Trust Ireland team at the 2025 Published Accounts Awards at The Shelbourne Hotel, Dublin, where Dogs Trust Ireland was recognised for transparency and accountability.

“Dogs Trust Ireland is honoured to receive two Published Accounts Awards. This recognition is a testament to the dedication of our team and their commitment to transparency, accountability, and excellence. Sharing the impact of our work openly with our supporters and stakeholders is central to who we are, and it’s deeply rewarding to see that commitment acknowledged in this way.”

Karla Dunne – Chief Executive Officer

CHARITIES INSTITUTE IRELAND
2025 TRIPLE LOCK MEMBER
Promoting Trust

Published Accounts Awards
Winner 2025

Strategic Enabler 4

Insights and Innovation

Learning more so we can do better

The more we understand about dogs, the people who love them and the impact of our decisions, the better we can respond. In 2025, we continued to gather evidence, challenge our thinking and apply what we learned.

PawPrints: Building Sustainability into How We Think

During 2025, we developed PawPrints, our approach to embedding environmental, social and governance considerations into how Dogs Trust Ireland plans, makes decisions and delivers its mission.

Developed through a cross-organisational working group, PawPrints brought together colleagues from fundraising, operations, finance, communications, leadership and governance. The aim was not to create a standalone sustainability programme, but to begin building ESG considerations into the way we work.

This work established the foundations for a longer-term sustainability approach and helped us think more systematically about the impact our decisions can have on dogs, people, communities and the organisation itself.

1. **Brought the organisation together**
   Cross-organisational working group established.
2. **Created a shared framework**
   PawPrints developed around purpose, integration and continuous improvement.
3. **Built organisational ownership**
   Progress shared with leadership, with stakeholder mapping and governance planning undertaken.
4. **Connected sustainability to strategy**
   Sustainability priorities aligned with organisational strategy and OKRs.
5. **Moved towards implementation**
   Governance and implementation planning developed to support the next phase.
6. **Secured Board commitment**
   Dogs Trust Ireland Sustainability Statement adopted by the Board in December 2025.

Ireland’s Dog Census | The Happy Dog Index

The second annual Ireland’s Dog Census took place in October, once again giving dog owners and dog lovers across the country the chance to tell us about their lives with dogs. A total of 25,299 people took part in 2025, building on the 26,528 responses to our first Census in 2024.

Running alongside it, the Happy Dog Survey looked more closely at the quality of life of owned dogs. Using a framework inspired by Maslow’s Hierarchy of Needs, it looks at areas including dogs’ physiological, safety, social esteem and cognitive needs.

Encouragingly, the Happy Dog Index increased from 72% in 2024 to 75% in 2025, with the biggest improvements seen in physiological and safety needs.

Together, the two studies are helping us build a richer picture of dogs and the people who love them in Ireland. The Census also generated significant public interest, with its PR launch reaching an estimated 7.27 million people, up 63% year-on-year.

Most importantly, the insight does not sit on a shelf. It helps shape our campaigns, services, advocacy and decision-making, and gives us stronger evidence when speaking up for dogs. In 2025, findings from our research informed work on issues including renters’ rights and ending cruel breeding practices.

By repeating both studies each year, we can track how life for dogs is changing over time, understand where the greatest needs are and focus our efforts where they can make the biggest difference.

Above: Bailey and Luna, eight-week-old Terrier crosses who arrived in our care from Offaly Dog Pound. They are named after the two most popular dog names from Ireland’s Dog Census.

How We Are Run

Emma + Benny

Case Study

Building the Foundations for Long Term Sustainability

“” Creating PawPrints marked an important step in Dogs Trust Ireland’s sustainability journey. Our challenge was not simply to create another sustainability plan, but to find a way of making sustainability relevant to the decisions we make every day.

PawPrints was developed around three principles: purpose, integration and continuous improvement. Together, they provide a practical way of considering environmental, social and governance impacts alongside our mission when we plan, make decisions and develop the organisation.

This matters because sustainability is not the responsibility of one team. Decisions about our buildings, services, people, partnerships, finances and governance can all have an impact. PawPrints gives us a common framework for understanding those connections.

2025 was about creating those foundations. The next stage is to embed them more consistently across planning, governance and operations, measure our progress and learn from what works.

PawPrints is therefore not the end point of our sustainability journey. It is a way of helping Dogs Trust Ireland make more informed and responsible choices as we continue to grow and evolve.

Read more about our impact

Meet the Board of Trustees

Louisa Simons

Chair, Dogs Trust Ireland

Appointed 27 July 2023

Prior to joining Dogs Trust in 2023, Louisa was Chief Operating Officer for the Money and Pensions Service (MaPS), and Innovate UK before that, which funds businesses to help create new products and services and generate jobs and wealth for the UK economy. She trained as a chartered accountant at PwC, then joined the National Trust as Head of Internal Audit, where she identified her passion for wanting to fix problems, not just find them. Drawing on her experience, Louisa is driving strategic transformation and strengthening governance across the organisation. She is committed to building people-centred systems that improve performance, increase accountability, and enable Dogs Trust to better serve dogs, owners, and communities across Ireland. A lifelong dog lover, Louisa shares her home with Roxy, her spirited rescue, who keeps her on her toes and reminds her every day why what we do is so important.

Nicola Canavan

Head of Origination & Private Equity, Bank of Ireland Corporate Banking

Appointed 23 March 2015

Nicola joined the Dogs Trust Ireland Board in 2015 and has also been a Board member of Dogs Trust UK since 2016. She has 25 years of international banking and finance experience with Barclays Capital and Bank of Ireland, where she is currently Head of Origination & Private Equity. She lives with her husband and three children, as well as their two dogs, Bobby and Alfie, and a couple of ponies, Rocco and Whinnie, in Co. Kildare, Ireland.

Guy Thompson

General Manager The Johnstown Estate

Appointed 26 July 2021

Guy understands the value of investing in staff and empowering them to grow their careers. With over 30 years of experience in the hospitality industry in the UK, he relocated to Ireland in 1998, where he worked with Master Chefs for six years before joining FBD Hotels & Resorts. Guy successfully managed both Temple Bar Hotel and Castleknock Hotel, where he was general manager for 13 years. As the group's hotel portfolio grew and underwent organisational restructuring in 2023, he became Hotel Director with full responsibility for all Irish operations in January 2024. These duties he combines with the role of General Manager of The Johnstown Estate, which he stepped into in September 2024. Applying his operational and strategic expertise, Guy supports Dogs Trust in enhancing organisational performance, developing talent, and fostering a culture that drives meaningful, lasting impact.

Hayley Parmenter

Director of Logistics, Sainsbury's

Appointed 25 March 2025

Hayley is a senior retail leader and is currently Director of Logistics for Sainsbury's in the UK. Formerly the Customer Director for Royal Mail Group, she has held senior trading standards roles both in local government and retail. A trustee of Dogs Trust since 2022, Hayley places a huge focus on CSR initiatives in her role at Sainsbury's. Living in Fleet, near Guildford, she has a German Shepherd called Reggie, who can get quite excited around other dogs if he's nervous. Hayley is a passionate animal lover and enjoys walking, horse riding, musical theatre, and travel.

Noemi Milani

Digital & Brand Marketing Manager, Focus Ireland

Appointed 10 December 2025

Having held positions in the non-profit sector since 2021, Noemi is a highly experienced marketing and fundraising professional who has worked for international digital and brand agencies for over 10 years. As a queer person, they are extremely passionate about creating a fairer society for all, animals included, bringing valuable soft skills related to Diversity, Equity, and Inclusion and community activism. Noemi lives in a rural community in the West of Ireland, where they have a unique understanding of the challenges faced by organisations and pets outside of Dublin and urban areas. Noemi has two rescue border collies: Mellick, a 7-year-old who basically runs the household, and Maple, a two-year-old with so much energy and stamina that she could run a marathon a day.

Siobhán O'Donnell

Head of Public Affairs, Fingal Chamber

Appointed 2 July 2014

With decades of experience in stakeholder engagement, advocacy, and public affairs, Siobhán was Head of External Communications at daa for 37 years. Her expertise spans crisis and event management, enhancement of brand reputation and visibility, and navigation of regulatory landscapes. Siobhán supports the Board of Fingal Chamber in lobbying and representing members to deliver positive change for Fingal and its businesses. Her knowledge and aptitude in this area were invaluable during her time on the Dogs Trust Ireland Board, where she helped strengthen governance and external engagement, ensuring our mission was represented with credibility and impact. Siobhán stepped down from the Board in December 2025.

Brian Halford

Retired

Appointed 2 July 2014

Brian had a long and illustrious career in the advertising and marketing industry before joining the Board of Dogs Trust Ireland. After working in RTÉ scripting and producing radio programmes, he moved to Young Advertising, where he set up and headed up its Radio & Television Department. He became a producer and director then of TV commercials himself, making in excess of 300 between the production companies he founded in a career that spanned over 40 years. Brian has served as a member on the council of the Institute of Advertising Practitioners in Ireland (IAPI) and was President of ICAD (Institute of Creative Advertising and Design). Brian stepped down from the Dogs Trust Ireland Board in December 2025 after more than 11 years of service.

Say Hello to the Leadership Team

Karla Dunne

Chief Executive Officer

With a broad spectrum of leadership, service design, communications, and operations experience in sectors including healthcare, mental health services, charity/non-profit and events, Karla joined Dogs Trust Ireland in 2018. Growing up in a North Dublin household that ran its own small wildlife rescue, she has a true passion for animal welfare, having volunteered for years fostering cats and walking dogs at a local dog pound. Excited by the opportunity to help build something with real, long-term impact, Karla stepped into the role of Interim Executive Director in October 2025, and was formally appointed as Chief Executive Officer in July 2026. She has two dogs adopted from Dogs Trust: Obie is a Chihuahua-Jack Russell mix and David is a 24-breed mix, primarily Collie, Cavalier, and Pomeranian. Hilarious, joyful, and unique, their unconditional love is the highlight of her every day.

Suzie Carley

Executive Director,
stepped down October 2025

Suzie played a pivotal role in connecting Dogs Trust Ireland with wider national efforts in animal welfare. Over 13 years with Dogs Trust, including six leading Dogs Trust Ireland, she helped guide the organisation from a newly established Rehoming Centre to one of Ireland's most recognised voices for dogs, with more than 22,000 dogs finding homes during that journey. Her leadership within government working groups championed our work, strengthened cross-sector collaboration and helped tackle systemic barriers to better dog welfare. Her inclusive approach to knowledge sharing helped unlock preventative solutions that continue to benefit dogs, their owners and the wider animal welfare network. She was also a passionate champion of the culture and sense of belonging that sits at the heart of Dogs Trust Ireland.

JoAnne O'Donovan

Group Head of Fundraising and Development

JoAnne leads Fundraising & Development at Dogs Trust Ireland, growing annual fundraising income from €2.5m to €9.4m since joining in 2015, nearly quadrupling revenue. She champions a relationship-led approach built on genuinely "loving the people who love dogs." She also leads business transformation for the organisation and sits on the senior leadership team shaping wider strategy. Her team's work has been recognised with multiple Charity Excellence Awards. JoAnne adopted her rescue, Stevie Licks, one of an all-female litter born to a Staffy named Dolly (after Dolly Parton) at Dogs Trust in 2020. She honoured the theme, after another great, when choosing Stevie's name.

Amy Synnott

Interim Group Head of Operations, Veterinary & Behaviour

With nearly a decade of experience designing and delivering impactful, human-centred learning solutions, Amy is the architect of our evolving external and internal learning ecosystem. Having joined Dogs Trust Ireland as Head of Training & Engagement in 2023, she stepped into the role of Interim Group Head of Operations, Veterinary & Behaviour in 2025. To strengthen our reach, cohesion, and long-term impact, her objective is to connect our services across departments to provide an end-to-end experience for the customer, meeting them in their moment of need. Whether that's through adoption, training their new puppy or looking to the future of national community services, her teams are focused on the creation of linked services and products that provide multiple opportunities for dog owners and professionals alike to engage with us in a meaningful way. Amy has a six-year-old Swiss Shepherd called Púca.

Glenn Kilroy

Finance and Office Manager (Company Secretary)

Bringing a wealth of expertise in strategic planning, financial control, governance, compliance, and budgeting, Glenn has extensive experience leading significant financial teams, at companies including Smurfit Ireland, Savills Ireland, and the Odlum Group. Playing a key role in ensuring the financial sustainability and accountability of Dogs Trust Ireland, he has managed finance departments at some of Ireland's most prominent colleges. He has also been deeply involved in charities such as Solas, which provided educational after-school support for inner city children. Glenn and his family have a fabulous Cavapoo full of character with one fantastic name: Dude.

Financial Review

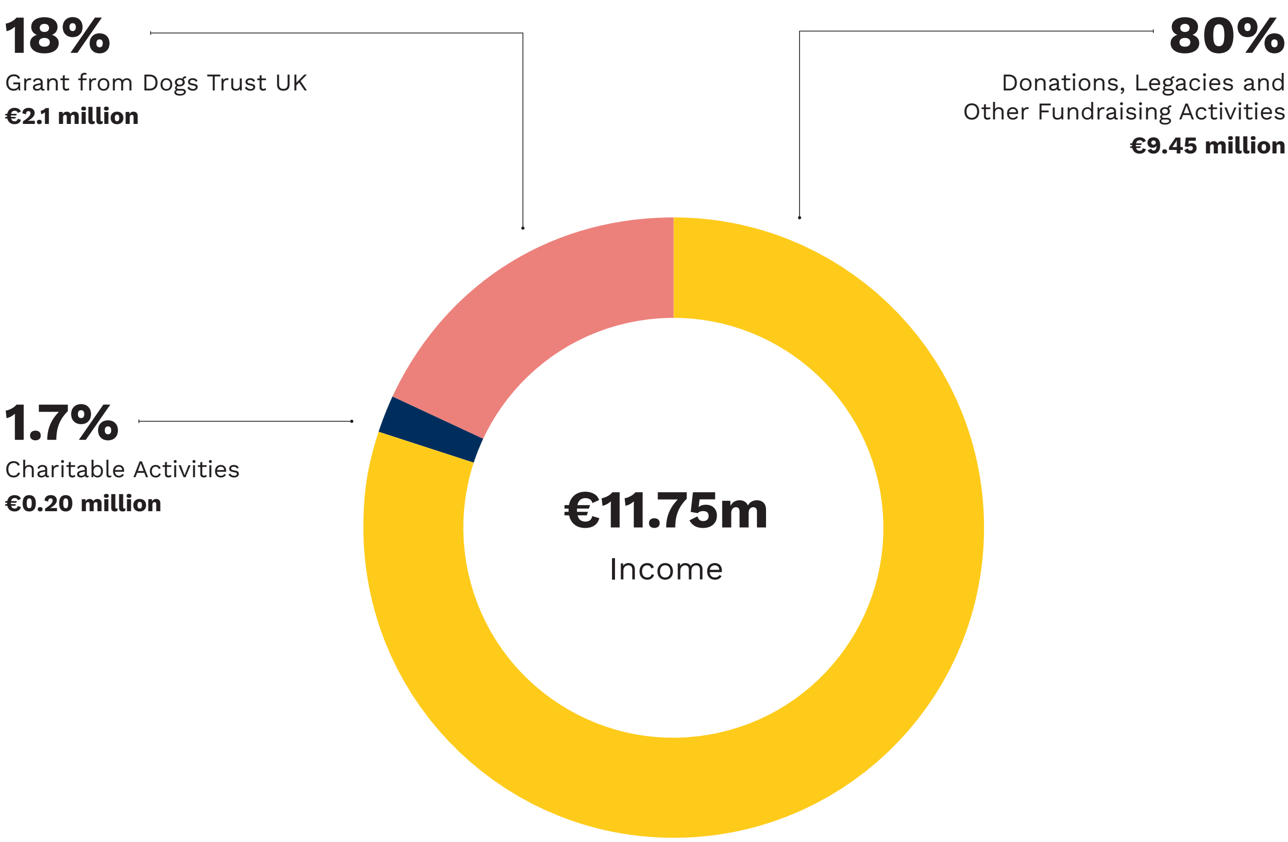
Income

Total income has increased in 2025 to €11.75 million (2024: €10.63 million). Dogs Trust UK continued to support the work of Dogs Trust Ireland, and within the above figure is a grant from Dogs Trust UK of €2.1 million (2024: €2.05 million). The net effect after grant income receipts is an overall increase in income generation of €1.07 million (2024: €1.43 million).

Expenditure

Total expenditure increased to €11.21 million in 2025 (2024: €10.97 million), primarily in fundraising to invest in future income generation and the Charity's financial stability.

This resulted in a total net surplus for the year of €0.54 million (2024: net loss of €0.34 million).



Balance Sheet

Net assets totalled €4.64 million at the end of 2025 (2024: €4.1 million).

Investments

Dogs Trust Ireland does not currently hold any investments and has no plans to purchase investments in the future.

Reserves Policy

Dogs Trust Ireland had total funds of €4.64 million at 31 December 2025 (2024: €4.1 million), of which €NIL (2024: €71,000) was retained, to be used for education and communications, and €4.54 million (2024: €4.42 million) was in the form of fixed assets and therefore is not readily available to support the general purposes of the Charity.

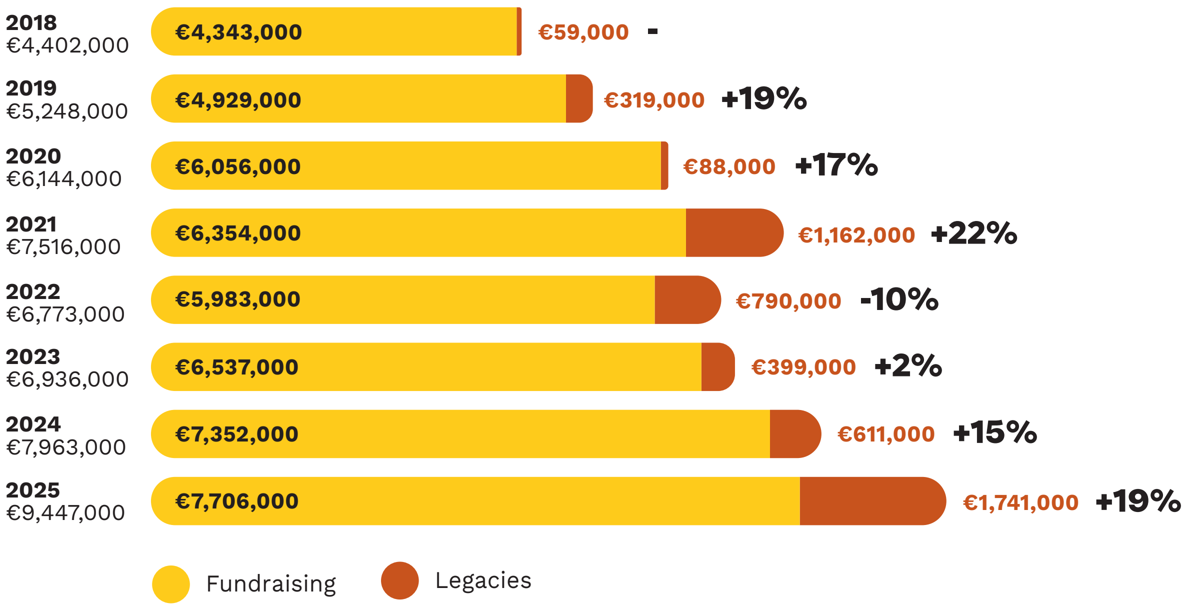
The Charity's policy is not to hold reserves, as the parent charity has confirmed its financial support of the Charity for the period to June 2027, providing funding if required.

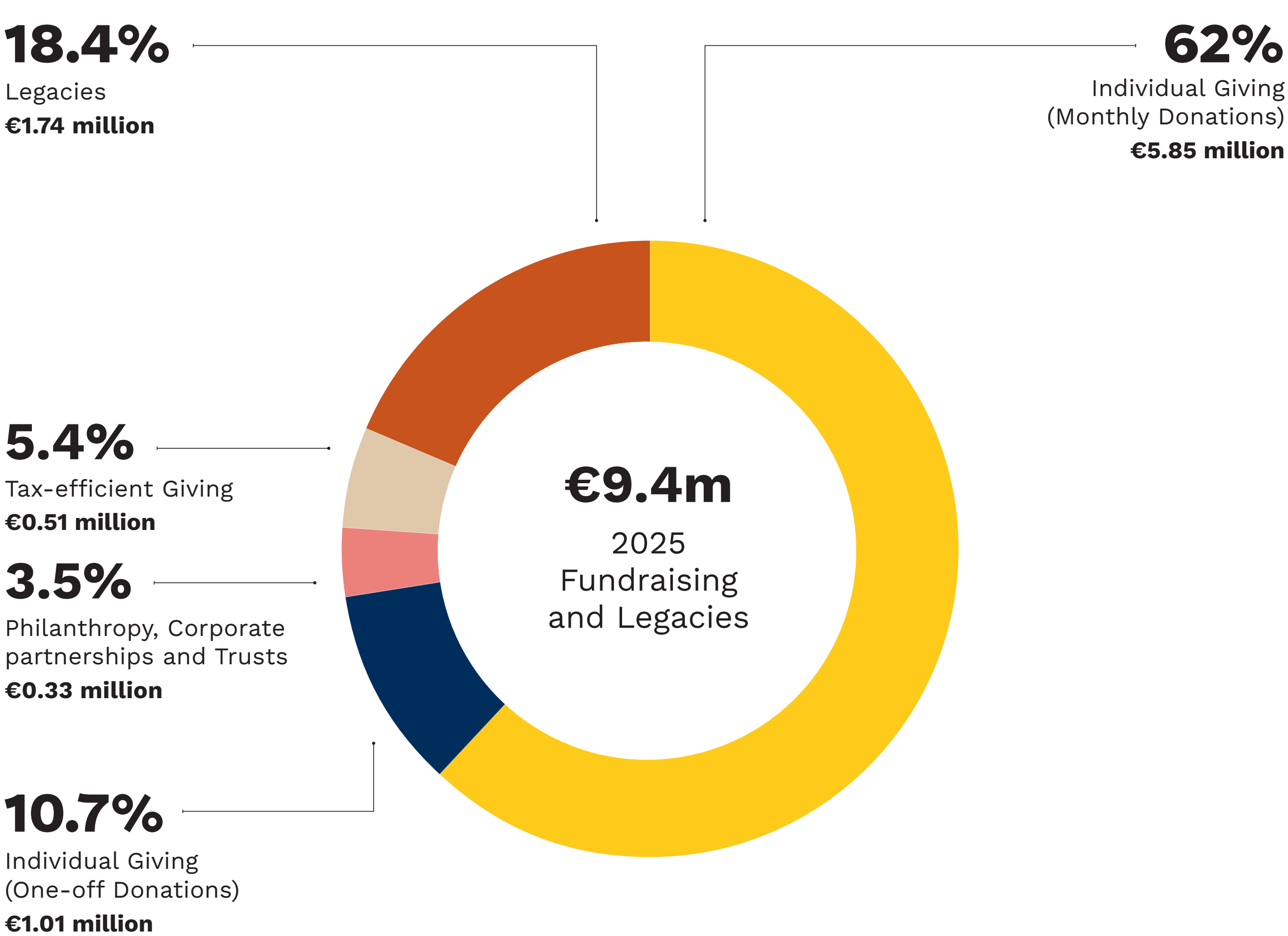
Volunteer Tom Murphy with Fiyero, a five-year-old Greyhound crossbreed, taking a moment to rest on the memorial bench at our Rehoming Centre.

Thank You

An exceptional €1.74 million was raised through legacy gifts in 2025, including an extraordinary gift from one incredible dog lover. Thank you to everyone who leaves a gift, big or small, whose generosity helps their love for dogs live on.

Fundraising and Legacies 2018 – 2025:





Governance

Company Information

Dogs Trust Ireland CLG
Financial Statement for the financial year ending 31 December 2025

Trustees:

Nicola Canavan
Brian Halford (retired 10 December 2025)
Noemi Milani (appointed 10 December 2025)
Siobhán O'Donnell (retired 10 December 2025)
Hayley Parmenter (appointed 25 March 2025)
Louisa Simons
Guy Thompson

Secretary:

Glenn Kilroy

Company Number:

396919

Charities Regulatory Authority Number:

20057978

Registered Office:

Dogs Trust Rehoming Centre,
Ashbourne Road,
Finglas, Dublin 11,
D11 K003.

Bankers:

Allied Irish Banks, 53/54 Main Street,
Finglas, Dublin 11, D11 PH94.

Auditors:

BDO, Block 3, Miesian Plaza,
50-58 Baggot Street Lower, Dublin 2, D02 Y754

Solicitors:

Mason Hayes & Curran, South Bank House,
Barrow Street, Dublin 4, D04 TR29.

The Trustees present their Annual Report and the financial statements for the year ended 31 December 2025. The Company was incorporated on 27 January 2005 and was granted charitable status by Revenue on 18 March 2005.

Governing Document

The driving principle of Dogs Trust Ireland is to see that every dog lives life to the full. We aim to achieve this through our policy of Rescue, Rehabilitation, Rehoming and Regulation. Dogs Trust Ireland operates as set out in its Memorandum and Articles of Association.

Subsidiary

Dogs Trust Ireland is a subsidiary of Dogs Trust, a UK registered charity (charity number 227523) with a sole corporate trustee (Dogs Trust Trustee Limited). All members of Dogs Trust Ireland are either Directors of Dogs Trust Trustee Limited or employees of the parent charity. Dogs Trust Ireland is a company limited by guarantee under the Companies Act 2014 and does not have shareholders.

Going Concern

Dogs Trust Ireland received a letter of support from Dogs Trust UK outlining that any funding required to June 2027 would be covered by way of a grant. Therefore, the trustees are satisfied that Dogs Trust Ireland is a going concern.

Events After the Reporting Date

No significant events have occurred since the balance sheet date which would require adjustments to the amounts as disclosed in the financial statements.

Council Members, Officers and Management

Board Governance

The Directors of Dogs Trust Ireland constitute the Board of Trustees. The Board's responsibilities include determining the overall strategy, direction, policies, and goals of Dogs Trust Ireland, protecting and promoting the identity and values of the Charity and fulfilling its statutory responsibilities. The Directors review the finances and monitor the activities of Dogs Trust Ireland at each Board meeting. These take place at least four times a year – and more frequently when necessary.

Between meetings, the day-to-day management of the organisation is delegated to the Executive Director and the management team. The Executive Director does not sit on the Board of Directors and does not have voting power on the Board.

The Board of Trustees is unpaid apart from reasonable expenses required to carry out this voluntary role.

Board Members

Our Board continues to rotate in accordance with the current Dogs Trust Ireland constitution.

Board appointments are made based on an assessment of the skills required to deliver on the strategy. Our current membership demonstrates representation from financial, animal welfare, business management, media, and marketing sectors. The composition of the Board is reviewed regularly, and recommendations are made through the Chair of the Board.

Conflicts of interest are managed through a disclosure process initiated at each meeting and monitored via a register of interests. Dogs Trust Ireland management, including the Executive Director, does not have voting power on the Board, but may participate in an advisory capacity.

Appointment, Induction and Training

When a seat on the Board becomes available, a skills gap analysis is undertaken, and nominations are made based on the results. The candidate is then interviewed and, if the individual is successful, their appointment is proposed at the next Board meeting.

New Board members receive training through an induction process to immerse themselves in the information relevant to carrying out their role. This may include formal trustee training, induction meetings with relevant staff to better understand the Charity's activities and other training specific to each role.

Attendance

The Board of Trustees operates under the full understanding that meeting attendance is of the utmost importance to the effectiveness of the organisation.

The following table sets out the attendance of the Trustees in 2025:

Name	Position	Country of Residence	Meeting Attendance 2025	Date of Appointment
Louisa Simons	Non-Executive and Chair of the Board	UK	4 / 4	27 July 2023
Nicola Canavan	Non-Executive	Ireland	3 / 4	23 March 2015
Brian Halford	Non-Executive	Ireland	2 / 4	2 July 2014 (retired 10 December 2025)
Noemi Milani	Non-Executive	Ireland	1 / 4	10 December 2025
Siobhán O'Donnell	Non-Executive	Ireland	3 / 4	2 July 2014 (retired 10 December 2025)
Hayley Parmenter	Non-Executive	UK	4 / 4	25 March 2025
Guy Thompson	Non-Executive	Ireland	3 / 4	26 July 2021

Decision-Making

Strategic decisions are made by the Board in line with the global strategy set by the parent charity in the UK. The Board receives recommendations for changes to strategy, policy and operations from the Executive Director, who is delegated the responsibility of carrying out the Board's decisions through day-to-day operations.

Risk Management

The Board of Trustees is responsible for ensuring there are appropriate risk management processes and internal control systems in place to manage the major risks that may impact the Charity. To minimise the risk associated with our activities, risk assessments are undertaken as part of our procedures to help ensure Dogs Trust Ireland remains compliant with all current applicable laws, with our own internal codes of conduct and with the highest possible standards of safety and security.

We also ensure that all our staff and volunteers are screened and trained to the standard necessary to carry out their tasks while keeping themselves, other humans and dogs safe and healthy.

Our risk management policy includes the following processes and controls:

- A comprehensive risk register developed and enacted at departmental level and subject to top-down review by senior management.
- Regular review and assessment of key risks by senior management, with regular feedback to their relevant departments, and mitigating controls in place.
- A review of the organisational risk register at Board level regularly.

Key Category	Summary of Risks	Management
Strategy	» Activities become too broad, resulting in lack of clarity of strategic objectives and difficulty in measuring impacts. » New strategic areas are not able to be fulfilled.	» New strategy developed and KPIs monitored to stay on track. » Strategy progress and direction are regularly reviewed and approved by the Board. » Resource augmentation and upskilling of staff in strategy, project and change management.
Dog Welfare	» Number of dogs surrendered exceeds our capacity to rehome. » A dog dies, is seriously injured or goes missing in the Charity's care. » Treatment of a dog in the Charity's care goes against our agreed ways of working. » Research or behavioural advice is inaccurate, obsolete or contradicts best practice.	» Fostering networks and private boarding kennels utilised, and collaboration established with other rehoming charities. Alternative support is developed to prevent surrender. » Robust safety procedures regularly reviewed. » Regular staff dog-handling training. Clinical decisions documented. » Advice provided on best practice based on current scientific research, via Dogs Trust UK.
Income Generation	» Changes in public giving trends, external conditions or regulation reduce or potentially reduce income significantly. » Economic conditions/changes give rise to significant losses to the Charity's assets.	» Investment in diversification of income streams. » Proactive monitoring/discussions with industry representative bodies, the Charities Regulator and competitors.

Key Category	Summary of Risks	Management
Governance	» Conflicts of interest are not appropriately managed. » A change in law or regulation compromises current operations or makes them obsolete. » The Board makes decisions ultra vires.	» Potential conflicts assessed ahead of appointment. Board members disclose any conflicts ahead of each meeting. Register of interests maintained. » Regular updates from legal advisors. Internal and external audits are undertaken regularly. » External legal advice sought for high-impact decisions.
PR & External	» Supply chain reputational issue comes to light. » The Charity's name, brand or funding is used negatively. » Adverse reaction to the Charity's messaging. » Claim is made against the Charity (either validly or not).	» Due diligence for new and existing suppliers. » Trademarks registered. Continuous media monitoring in place. » Review and approval process for external messaging. » Crisis plan review.
People	» An issue is raised by an employee. » Organisational structure is not fit for purpose or staff knowledge/skills are insufficient. » Failure to attract, motivate and retain the best employees. » Non-compliance with laws, regulations or contractual terms by employees or volunteers.	» Whistleblowing, safeguarding and H&S policies in place and updated annually (at a minimum). » Training for all staff on safeguarding and H&S. » Performance management process in place. » Job descriptions reviewed annually. » Salaries benchmarked against other charities. » External advisors used to inform contracts, decisions and processes.
Health & Safety	» Health outbreak at one of the Charity's sites or events. » An employee or volunteer is seriously injured while at work. » A third party dies or is seriously injured while visiting one of the Charity's sites or events, or while encountering one of the Charity's dogs.	» Isolation and proactive cleaning procedures in place. » Crisis management plan updated annually. » Health & Safety committee. Procedures regularly reviewed. » Potential adopters informed of specific behavioural issues, where known.
Security & Systems	» Data on the Charity's systems is compromised. » The Charity's technology fails/ is not fit for purpose. » Physical site security is severely compromised. » Goods/services are not procured effectively or become onerous.	» Password and system security firewalls. » Work is underway with dependence on Dogs Trust UK for the development of CRM system. » Data backed up and checked regularly. » Penetration testing and phishing simulation testing with actions followed up. » Locks, safes, and CCTV alarms.

It is recognised that systems can only provide reasonable, but not absolute assurance that major risks have been adequately managed.

Management Structure, Setting Pay and Remuneration

Remuneration of the Board

The Trustees of Dogs Trust Ireland receive no remuneration for their positions. They are, however, entitled to claim for expenses incurred in their roles. In 2025, there were no claims made for expenses and the total of expenses reimbursed was €NIL.

Management Structure and Remuneration

The Management Board is led by our Chief Executive Officer, Karla Dunne, and includes Amy Synnott (Interim Group Head of Operations, Veterinary & Behaviour), JoAnne O'Donovan (Group Head of Fundraising & Development), Glenn Kilroy (Finance & Offices Manager; Company Secretary); Ciara Murran (Head of Communications) and Sarah Lynch (Policy, Compliance and Research Manager). The team received total remuneration of €608,000 in 2025 (2024: €483,000), see Note 7 to the accounts for further details. Management remuneration is benchmarked against similar positions in the charity sector.

Books of Account

The measures taken by the Trustees to ensure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014, regarding adequate accounting records, include the implementation of necessary policies and procedures for recording transactions, the employment of competent accounting personnel with appropriate expertise and the provision of adequate resources to the financial function. The books of account of the Company are maintained at the Company's registered office at Dogs Trust Ireland Rehoming Centre, Ashbourne Road, Finglas, Dublin 11, D11 K003.

Lobby and Political Contributions

Dogs Trust Ireland made no political donations in 2025 and has no plans to do so in the future. Dogs Trust Ireland is not affiliated to any political party or ideology.

Accounting Records

Disclosure of Information to Auditors

In the case of each of the persons who are Trustees at the time this report is approved and in accordance with Section 332 of the Companies Act 2014, so far as the Trustee is aware, there is no relevant audit information of which the Company's statutory auditors are unaware, and that Trustee has taken all the steps that he or she ought to have taken as a Trustee in order to make himself or herself aware of any relevant audit information and to establish that the Company's statutory auditors are aware of that information.

Auditors

The auditors, BDO, continue in office in accordance with Section 383 (2) of the Companies Act 2014.

Financial Statements

Maizie + **Her Owners**

Case Study

The Largest Legacy Gift Ever

"Over the last 10 years, legacy income has become vital in helping us improve the lives of dogs across Ireland. In 2025, Dogs Trust Ireland received its largest legacy gift to date."

For many supporters, leaving a gift in their will is a deeply personal way to ensure their love of dogs lives on long into the future. These gifts allow us to rescue, care for, and rehome vulnerable dogs, while also supporting education, training, and advocacy programmes that create lasting change for dogs and their owners.

Last year, we were honoured to receive the largest legacy gift in our history from one donor who wished to remain anonymous, having left Dogs Trust Ireland more than €915,000 in their will. Their extraordinary generosity will have a significant impact on our work and help us continue providing lifesaving care to thousands of dogs in need.

We welcomed the executors of the will to our Dublin Rehoming Centre in April to thank them for helping fulfil the donor's wishes, and to show the impact this remarkable gift will have across our organisation. Their legacy will leave a lasting pawprint on the lives of countless dogs for years to come.

See more about Legacy Giving

Directors' Responsibilities Statement

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with Irish law and regulations.

Irish company law requires the Directors to prepare financial statements for each financial year, giving a true and fair view of the state of affairs of the Company.

Under the law, the Directors have elected to prepare the financial statements in accordance with Generally Accepted Accounting Principles in Ireland, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' issued by the Financial Reporting Council. Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities, and financial position of the Company for the financial year-end date of the net income or expenditure of the Company for that financial year and otherwise comply with the Companies Act 2014.

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

» Select suitable accounting policies and apply them consistently.

» Make judgements and accounting estimates that are reasonable and prudent.

» Outline whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards and note the effect and the reasons for any material departure from those standards.

» Prepare the financial statements on a going concern basis, unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for ensuring that the Company keeps, or causes to be kept, adequate accounting records which correctly explain and record the transactions of the Company; enable at any time the assets, liabilities, financial position and net income or expenditure of the Company to be determined with reasonable accuracy; enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the Company and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. The report was approved by the Board and signed on its behalf by:

Nicola Canavan
Director
5 June 2026

Louisa Simons
Director
5 June 2026

Independent Auditors' Report

to the Members of Dogs Trust Ireland CLG

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Dogs Trust Ireland CLG ('the Company') for the year ended 31 December 2025, which comprise the statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes, including a summary of significant accounting policies set out in the Statement of Accounting Policies. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council.

In our opinion the accompanying financial statements:

» give a true and fair view of the assets, liabilities and financial position of the charitable affairs as at 31 December 2025 and of its incoming resources and application of resources including its income and expenditure for the year then ended;

» have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and

» have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and Companies Act 2014. Our responsibilities under those standards are described below in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority ('IAASA'), 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 Directors' 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 Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

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

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon.

At the date of this auditor's report, we have obtained the Directors' Report. The remaining components of the Annual Report had not been made available to us at that date.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

In respect of the other information obtained at the date of this auditor's report, we have read that information and have nothing to report in this regard.

When the remaining other information becomes available, we will read that information and consider whether it is materially inconsistent with the financial statements or our knowledge obtained in the audit. If we identify a material misstatement, we are required to communicate the matter to those charged with governance and consider the implications for our report. Opinions on other matters prescribed by law Companies Act 2014 In our opinion, based on the work undertaken in the course of the audit, we report that:

Independent Auditors' Report

to the Members of Dogs Trust Ireland CLG

» the information given in the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

» the Directors' report has been prepared in accordance with the Companies Act 2014.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion, the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited, and the financial statements are in agreement with the accounting records.

Matters on Which We Are Required to Report by Exception

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the requirements of any of Sections 305 to 312 of the Act, which relate to disclosures of Directors' remuneration and transactions, are not complied by the Company. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of Directors for the Financial Statements

As explained more fully in the Directors' responsibilities statement, the Directors 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 they 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 Directors are responsible for assessing the 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 management either intends to liquidate the Company or to cease operations, or has 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 Company's 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 (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Irish Auditing and Accounting Supervisory Authority's website at: https://iaasa.ie/publications/description-of-the-auditors-responsibilities-for-the-audit-of-the-financial-statements/. This description forms part of our auditor's report.

The Purpose of Our Audit Work and to Whom We Owe Our Responsibilities

Our report is made solely to the Company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Richard Sammon

for and on behalf of BDO
Statutory Audit Firm
Block 3, Miesian Plaza,
50-58 Baggot Street Lower,
Dublin 2, D02 Y754
Date: 10 June 2026

Statement of Financial Activities

(including income and expenditure account) for the year ended 31 December 2025

	Notes	2025	2025	2025	2024
		Unrestricted Funds	**Restricted Funds**	**Total Funds**	**Total Funds**
		€'000	€'000	€'000	€'000
Income from:					
Raising Funds					
Donations and legacies	1	9,180	100	9,280	7,821
Other fundraising activities	2	167	-	167	142
Grant from Dogs Trust UK	18	2,100	-	2,100	2,050
Charitable Activities					
Adoption and neutering fees		200	-	200	183
Other Income	3	2	-	2	433
Total Income		**11,649**	**100**	**11,749**	**10,629**
Expenditure on:					
Raising Funds					
Donations and legacies	4	5,445	0	5,445	5,537
Other fundraising activities	4	196	0	196	105
		5,641	-	**5,641**	**5,642**
Charitable Activities					
Rehoming	4	3,804	-	3,804	3,759
Preventative work	4	388	-	388	341
Education and communications	4	1,208	171	1,379	1,224
		5,400	**171**	**5,571**	**5,324**
Total Expenditure	4	**11,041**	**171**	**11,212**	**10,966**
Net Expenditure		**608**	**(71)**	**537**	**(337)**
Net Movement In Funds		**608**	**(71)**	**537**	**(337)**
Reconciliation of funds:					
Total funds brought forward	14	4,034	71	4,105	4,442
Total Funds Carried Forward		**4,642**	**-**	**4,642**	**4,105**

All amounts relate to continuing activities.
There are no recognised gains or losses other than the results for the above two financial years.
The notes on pages 70 to 76 form part of these financial statements.
These financial statements were approved by the Board on 5 June 2026 and signed on its behalf by:

Nicola Canavan
Director

Louisa Simons
Director

Balance Sheet

	Notes	2025	2024
		€'000	€'000
Fixed Assets			
Tangible assets	9	3,384	3,511
Intangible assets	10	1,151	906
Total Fixed Assets		**4,535**	**4,417**
Current Assets			
Debtors: amounts falling due within one year	11	512	651
Cash at bank and in hand	12	594	543
Total Current Assets		**1,106**	**1,194**
Current Liabilities			
Creditors: Amounts Falling Due Within One Year	13	**(999)**	**(1,506)**
Net Current Assets		**107**	**(312)**
Total Net Assets		**4,642**	**4,105**
The Funds of the Charity:			
Unrestricted funds	14	4,642	4,034
Restricted funds	14	0	71
Total Charity Funds		**4,642**	**4,105**

The notes on pages 70 to 76 form part of these financial statements.

These financial statements were approved by the Board on 5 June 2026 and signed on its behalf by:

Nicola Canavan
Director

Louisa Simons
Director

Cash Flow Statement

for the year ended 31 December 2025

	2025	2024
	€'000	€'000
Net Cash Inflow/(Outflow) from Operating Activities	444	264
Cash Flows from Investing Activities		
Purchase of property, plant and equipment	(148)	(199)
Purchase of intangible assets	(245)	(99)
Increase/(Decrease) in Cash and Cash Equivalents in Reporting Period	**51**	**(34)**
Reconciliation of Net Cash Flow		
Cash and cash equivalents at beginning of the financial year	543	577
Increase/(decrease) in cash	51	(34)
Cash and Cash Equivalents at End of the Financial Year	**594**	**543**

Reconciliation of Net Incoming Resources to Cash Inflow/(Outflow) from Operating Activities

	2025	2024
	€'000	€'000
Net incoming/(outgoing) resources	537	(337)
Depreciation	275	266
Increase/(decrease) in debtors	139	(170)
(Decrease)/ increase in creditors	(507)	505
Net Cash Provided by/(Used in) Operating Activities	**444**	**264**

Analysis of Cash and Cash Equivalents	**2025**	**2024**
	€'000	€'000
Cash in hand, and total cash and cash equivalents	**594**	**543**

Analysis of Net Debt		**At 1 January**	**Cash Flows**	**At 31 December**
		€'000	€'000	€'000
Cash	**2025**	543	51	**594**
	2024	577	(34)	**543**

Statement of Accounting Policies

for the year ended 31 December 2025

The following accounting policies have been consistently applied in relation to the Charity's financial statements.

Basis of Preparation

The financial statements have been prepared under the historical cost convention in accordance with the Companies Act 2014 and in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), with reference to the recommendations of the revised Statement of Recommended Practice (SORP) Accounting and Reporting by Charities: Statement of Recommended Practice, applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a Public Benefit Entity.

Going Concern

The continued financial support from Dogs Trust UK in 2025 (see Note 18), and its strong financial position, means there are no material uncertainties about the Charity's ability to continue as a going concern.

Funds

The Charity has both unrestricted and restricted funds. Income is treated as restricted where the donor/funder has specified that it may only be used for a particular purpose or project. All other income is treated as unrestricted.

Expenditure is treated as being made out of restricted funds to the extent that it meets the criteria specified by the donor/funder. All other expenditure is treated as being from unrestricted funds.

Income

All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, receipt is probable and the amount can be quantified with reasonable accuracy. Donations are accounted for when received. Legacy income is recognised when there is sufficient evidence of a legacy having been left to the Charity based on probate having been granted before the year end and the Charity's share of the estate has been received or notified from the executor, with no material uncertainties or disputes and there is a reasonable estimate of the amount due.

The Charity is in receipt of a grant from Dogs Trust UK, which is recognised in the accounts on a receivable basis (when the cash is received, or when Dogs Trust UK has confirmed an agreed amount of financial support, if earlier).

Other trading income (sale of goods and income from fundraising events) is accounted for when the sale or event takes place. Adoption and neutering fee income is recognised when these events take place. Where applicable, income is recognised net of VAT.

No amounts are included in the financial statements for services donated by generalist volunteers. There were no services donated by specialist volunteers.

Expenditure

All expenditure is accounted for on an accrual basis and has been classified under headings that aggregate all costs related to any given category. Where costs cannot be directly attributed to an activity or function, they have been allocated on a usage basis. Support costs, such as general management, payroll administration, human resources and IT are allocated in this way.

Tangible Fixed Assets

Tangible fixed assets are stated at cost, net of depreciation. The Charity regularly conducts impairment reviews of the net book value of its fixed assets and writes their values down to their depreciated replacement cost if net book values are higher.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset systematically over its expected useful economic life, which is estimated as follows:

Freehold land	Infinite
Freehold buildings (Rehoming Centre)	15 years
Motor vehicles	4 years
Equipment	4 years

Statement of Accounting Policies

for the year ended 31 December 2025

Intangible Fixed Assets

Intangible assets are stated at cost, net of amortisation. The Charity regularly conducts impairment reviews of the net book value of its fixed assets and writes their values down to realisable cost, if this is lower.

Amortisation is provided on all intangible assets available for their use over their useful economic lives as follows:

Software	4 years
Assets under construction	Not depreciated

Financial and Other Assets and Liabilities

The Charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities, like trade and other accounts receivable and payable. Basic financial instruments are recorded at transaction price.

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. This is a financial asset recorded at amortised cost.

Short-term debtors are measured at transaction price, less any impairment (a financial asset recorded at amortised cost).

Short-term creditors are measured at the transaction price (a financial liability measured at amortised cost).

Foreign Currencies

The financial statements are expressed in euro (€000's). Transactions in foreign currencies are recorded at the rate ruling at the date of the transactions. The resulting monetary assets and liabilities are translated at the balance sheet rate, or the contracted rate and the exchange differences are recorded in the Statement of Financial Activities.

Taxation

The Company, registered charity number 20057978, is exempt from taxation on income under Section 207 of the Taxes Consolidation Act 1997, as it is for charitable purposes.

Pension

Pension costs comprise the costs of the Charity's contribution to its employees' defined contribution pension scheme. The scheme is available to all employees on successful completion of their probation period.

Accounting Judgements and Estimates

The Directors do not consider there to be any significant judgements that affect the application of policies and reported amounts of assets, liabilities, income and expenditure.

The following estimates, which are considered annually, are applied:

» Useful economic lives of assets: see Tangible and Intangible Assets above.
» The Rehoming Centre is a specialist asset, custom built for the Charity, and therefore it has a bespoke useful economic life estimated at 15 years. Software under construction is not yet in use and not considered to be impaired.
» Allocation of support costs: see Expenditure above.

Reserves Policy

Dogs Trust Ireland had total funds of €4,642,000 at 31 December 2025 (2024: €4,105,000), of which €nil (2024: €71,000) was restricted. €3,384,000 (€3,511,000) is in the form of fixed assets along with €1,151,000 (2024: €906,000) in the form of intangible fixed assets and is therefore not readily available to support the general purposes of the Charity. The Charity's policy is not to hold reserves as Dogs Trust UK has confirmed its financial support of the Charity for the period to June 2027, providing funding if required, and therefore is not normally necessary for the Charity to hold reserves.

Notes to the Financial Statements

for the year ended 31 December 2025

1. Donations and Legacies

	2025	2024
	€'000	€'000
Donations	7,539	7,210
Legacies	1,741	611
	9,280	**7,821**

€100,000 (2024: €99,000) of Donations are restricted. All other income is unrestricted.

In June 2025, the Charity was notified of a donation also related to the Charity's "Training Academy". The donation of €100,000 has been recognised as income in 2025 which is in relation to the pre-launch and the launch of the "Training Academy" which was launched on 9 September 2025.

In October 2023, the Charity was notified of a donation in relation to the Charity's "Training Academy" of €183,000. €84,000 of this has been recognised as income in 2023 and the Charity received the remaining €99,000 in 2024, contingent on successful completion of the "Research and Design Phase" of the "Training Academy" which was successful in 2024.

2. Other Fundraising Activities

	2025	2024
	€'000	€'000
Fundraising events	33	44
Promotional goods	134	98
	167	**142**

All other trading activities in 2025 and 2024 were unrestricted.

3. Other Income

	2025	2024
	€'000	€'000
Other Income	2	433
	2	**433**

No government grants were received.

All other income in 2025 and 2024 was unrestricted.

Notes to the Financial Statements

for the year ended 31 December 2025

4. Analysis of Expenditure

	Activities undertaken directly	Support Costs	2025 Total	2024 Total
	€'000	€'000	€'000	€'000
Raising funds:				
Donations and legacies	5,048	397	5,445	5,537
Other fundraising activities	182	14	196	105
	5,230	411	5,641	5,642
Charitable activities:				**€'000**
Rehoming Centre	3,527	277	3,804	3,759
Preventative work	360	28	388	341
Publicity, Education and Communications	1,279	100	1,379	1,224
	5,166	405	5,571	5,324
Total	**10,396**	**816**	**11,212**	**10,966**

€100,000 (2024: €66,000) of education expenditure is restricted. All other expenditure is unrestricted.

The main categories of support costs are:	2025	2024
	€'000	€'000
IT	155	134
HR and Finance	274	226
Governance and central management	183	169
Other	204	64
	816	**593**

Within governance costs are the following amounts:

	2025	2024
Auditors' Remuneration	€'000	€'000
For Audit	29	30
For other assurance services	-	-
For Tax and Advisory	-	1
	29	**31**

Notes to the Financial Statements

for the year ended 31 December 2025

5. Net Movement in Funds

The net movement in funds was arrived at after charging the following:

	2025	2024
	€'000	€'000
Depreciation (Note 9)	275	266

6. Directors' Remuneration and Expenses

None of the Directors of Dogs Trust Ireland or any person connected with them received any remuneration during the financial year. Expenses directly incurred by the Directors in carrying out their roles are reimbursed, if claimed. In recent years, none of the current Directors have claimed any expenses relating to their position.

7. Staff Numbers and Emoluments

	2025 Headcount	2024 Headcount
Rehoming Centre	54	60
Fundraising, Campaigns and Communications	25	23
Education and Dog School	9	9
Management and Administration	7	6
	95	**98**

Their aggregate emoluments were as follows:

	2025	2024
	€'000	€'000
Wages and salaries	3,738	3,509
Employer's PRSI	443	429
Pension costs	445	412
Redundancy	37	0
	4,663	**4,350**

Number of employees of the Company who earned from:

	2025	2024
	Number	Number
€70,001 to €80,000	0	1
€80,001 to €90,000	4	2
€90,001 to €100,000	1	1
€100,001 to €110,000	2	1
€110,001 to €120,000	0	0
€120,001 to €130,000	0	1
Total	**7**	**6**

Notes to the Financial Statements

for the year ended 31 December 2025

7. Staff Numbers and Emoluments (continued)

The key management personnel, as defined in the Directors' report, received total remuneration as follows:

	2025	2024
	€'000	€'000
Wages and salaries	516	420
Employer's pension contribution	92	63
	608	**483**

8. Taxation

The Company, charity number CHY 16218, is exempt from taxation on income under section 207 Taxes Consolidation Act 1997, as it is for charitable purposes.

9. Tangible Fixed Assets

	Freehold Land & Buildings	Motor Vehicles	Equipment & Fittings	Total
Cost	€'000	€'000	€'000	€'000
Balance at 1 January 2025	12,789	332	534	13,655
Additions	71	39	38	148
Disposal		(55)	(81)	(136)
Balance at 31 December 2025	**12,860**	**316**	**491**	**13,667**
Accumulated Depreciation	**€'000**	**€'000**	**€'000**	**€'000**
Balance at 1 January 2025	9,457	254	433	10,144
Depreciation charge for year	192	37	46	275
Accumulated depreciation of assets disposed during the year		(55)	(81)	(136)
Balance at 31 December 2025	**9,649**	**236**	**398**	**10,283**
Net book value at 31 December 2025	**3,211**	**80**	**93**	**3,384**
Net book value at 31 December 2024	3,332	78	101	3,511

Freehold land and buildings represent the Rehoming Centre in Dublin and includes the cost of freehold land of €1,999,022, which is not depreciated.

During 2024, Dogs Trust reclassified a previously recognised tangible asset to an intangible asset. The asset, previously classified as 'equipment' was reclassified due to its use being aligned more closely with an intangible nature, specifically for the CRM system utilised for data quality improvements and database development to support the Salesforce migration.

Notes to the Financial Statements

for the year ended 31 December 2025

10. Intangible Fixed Assets

Software under construction

	2025	2024
Cost	€'000	€'000
Balance at 1 January 2025	906	755
Additions	245	99
Reclass from Tangibles Fixed Assets		52
Balance at 31 December 2025	**1,151**	**906**

The CRM asset was not amortised during the year as it was not available for use.

During 2024, Dogs Trust reclassified a previously recognised tangible asset to an intangible asset. The asset, previously classified as 'equipment' was reclassified due to its use being aligned more closely with an intangible nature, specifically for the CRM system utilised for data quality improvements and database development to support the Salesforce migration.

11. Debtors (amounts falling due within one year)

	2025	2024
	€'000	€'000
Prepayments and accrued income	285	336
VAT	224	310
Other debtors	3	5
	512	**651**

12. Cash and Cash Equivalents

	2025	2024
	€'000	€'000
Cash at bank and in hand	**594**	**543**

13. Creditors (amounts falling due within one year)

	Note	2025	2024
		€'000	€'000
Trade creditors		766	898
Amounts owed to parent company	18	13	13
PAYE/PRSI		92	85
Accruals		120	493
Other creditors		8	17
		999	**1,506**

The repayment of trade creditors varies between on demand and 90 days. No interest is payable on trade creditors. Tax and social insurance are subject to the terms of the relevant legislation. Interest may accrue on any late payment. The terms of the accruals are based on the underlying contracts.

Notes to the Financial Statements

for the year ended 31 December 2025

14. Reserves

	2025	**2025**	**2025**	**2024**
	€'000	€'000	€'000	€'000
	Unrestricted	Restricted	Total	Total
Funds balance at 1 January	4,034	71	4,105	4,442
Net incoming/(outgoing) resources	608	(71)	537	(337)
Funds balance at 31 December	4,642	0	4,642	4,105
	2024	2024	2024	2023
	€'000	€'000	€'000	€'000
	Unrestricted	Restricted	Total	Total
Funds balance at 1 January	4,404	38	4,442	4,892
Net incoming / (outgoing) resources	(370)	33	(337)	(450)
Funds balance at 31 December	**4,034**	**71**	**4,105**	**4,442**

Unrestricted funds are used for general purposes. Restricted funds are to be used to fund the research, design and pilot phase of the Charity's "Training Academy".

Analysis of Net Assets Between Funds

Fund balances at 31 December 2025 are represented by:

	2025	**2025**	**2025**	**2024**
	€'000	€'000	€'000	€'000
	Unrestricted	Restricted	Total	Total
Fixed assets	4,535	-	4,535	4,417
Current assets	1,106	-	1,106	1,194
Current liabilities	(999)	-	(999)	(1,506)
Total net assets	**4,642**	**-**	**4,642**	**4,105**

15. Legal Form and Share Capital

Dogs Trust Ireland CLG is a company limited by guarantee and has no share capital. The members have guaranteed €1 each. The registered company number is 396919 and the registered office is Ashbourne Road, Finglas, Dublin 11, D11 K003.

16. Capital Commitments

The Company did not have any capital commitments at the year end (2024: €NIL).

Notes to the Financial Statements

for the year ended 31 December 2025

17. Parent Entity

The Directors consider the parent entity of the Charity to be Dogs Trust, a charity (Charity number 227523) registered in the UK ('Dogs Trust UK'), as all members of Dogs Trust Ireland are council members (trustees of the corporate trustee) or employees of Dogs Trust UK. Dogs Trust UK prepares annual financial statements which consolidate on a line-by-line basis the results of the Charity; a copy can be obtained from the Company Secretary, Dogs Trust, 2 Wakley Street, London, England, EC1V 7LT.

18. Related Party Transactions

The parent entity, Dogs Trust UK (see Note 17) provided a grant to the Charity of €2,100,000 (2024: €2,050,000) during the year, of which none was outstanding at year end.

At the year end there was an amount of €13,000 (2024: €13,000) owed to Dogs Trust UK, which does not have interest accruing. Dogs Trust UK has confirmed its support of Dogs Trust Ireland CLG for the duration of 2025.

19. Pension Costs

The Charity provides a contribution to its employees' defined contribution pension schemes. The scheme is available to all employees on successful completion of their probation period. The Charity also contributes to employees' pension plans. The charge for the year was €445,000 (2024: €412,415). Employer contribution costs are attributed to the activity or function of the member of staff receiving the contribution. At year end, €NIL was due to the pension provider (2024: €NIL).

20. Contingent Liabilities

There were no contingent liabilities at the financial year end (2024: €NIL).

21. Post-Balance-Sheet Events

No significant events have occurred since the balance sheet date which would require adjustments to the amounts as disclosed in the financial statements.

22. Financial Instruments

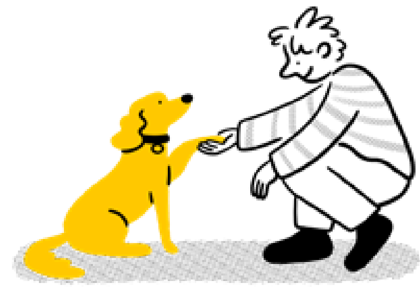
	2025	2024
Financial assets	€'000	€'000
Financial assets measured at amortised cost	597	549
Financial liabilities		
Financial liabilities measured at amortised cost	**779**	**911**

Financial assets measured at amortised cost comprise cash at bank and in hand and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors and amounts owed to group companies.

23. Approval of Financial Statements

The financial statements were approved and authorised for issue by the Directors on 5 June 2026.



Thank you to the 2025 Dogs Trust Ireland team for your continuing hard work and dedication to dogs.

Andrew Harold
Aisling O'Brien
Gillian McDermott
Sandra Ruddell
Kim Murphy
Jason Seagrave
John Quinn
Sarah Bennett
Dawn Kavanagh
Clare McCormack
Paul Cleary
JoAnne O'Donovan
Sarah Lynch
Lisa Carey
Maciej Trojanowicz
Ciara Murran
Katie O'Neill
Eimear Cassidy
Melanie Kevelighan
Karla Dunne
Conall McMahon
Anna Murray
Brian Kershaw
Lisa Sheridan
Ciara Deegan
Jessica Brooks
Aisling Garland
Celia Madrid Delgado
Niamh Curran-Kelly
Lydia Burns
Laura McCormack
Hannah Marry
Myah Dowling
Johann Fox
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Lucy Crowe
Ailbhe White
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Sinead Heffernan
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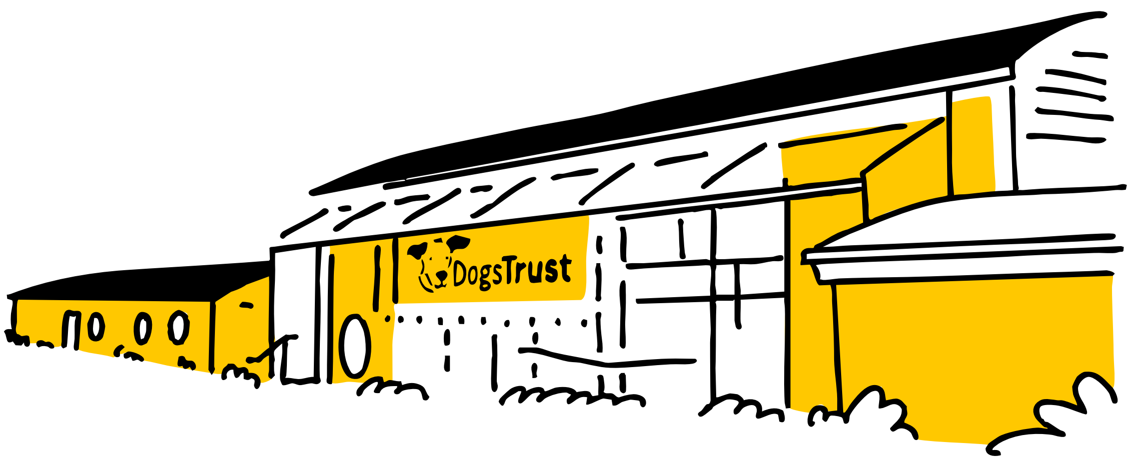
Design: www.reddog.ie



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