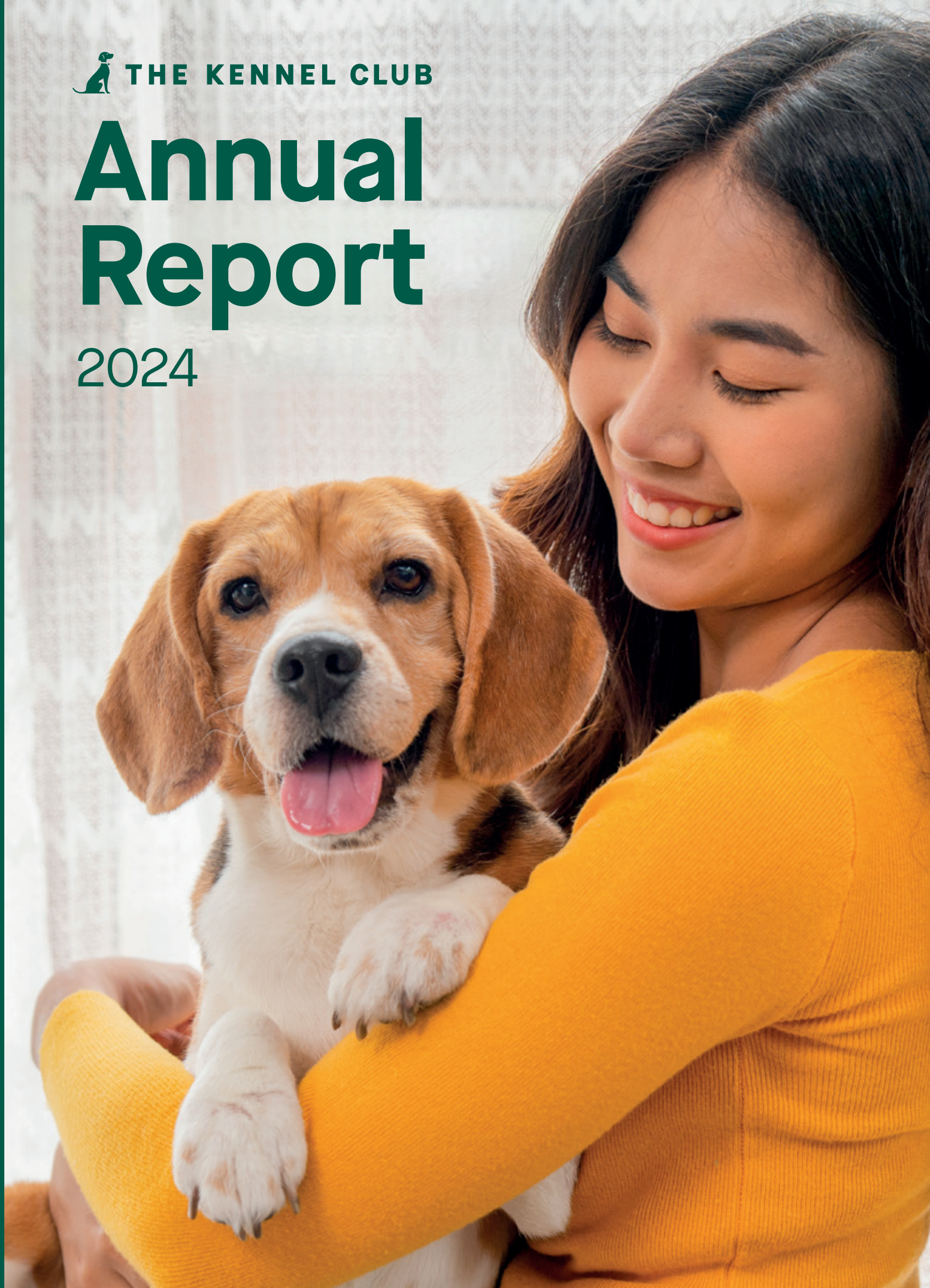




THE KENNEL CLUB

Annual Report

2024





Yulia Titovets/The Royal Kennel Club©

Contents

01	Chairman and Chief Executive's welcome	4
01	2024 at a glance	6
02	Championing dog wellbeing	8
03	Protecting dog activities together	10
04	Engaging more dog owners	14
05	Enhancing member experience	18
06	Safeguarding the future of pedigree dogs	20
07	Ensuring financial security and sustainability	26
08	Changes to our organisation	32
09	Our plans for the year ahead	34
10	Acknowledgments	38

Our purpose

Three years ago, we set out a clear goal through our newly defined purpose: to make a positive difference for dogs and their owners.

This continues to drive everything we do.

Under the umbrella of our newly defined purpose, we have focused on six strategic aims. This has helped guide the organisation on its journey to become more relevant and financially sustainable.

Here's a look at how we put our purpose into action in 2024.

Chairman and Chief Executive's welcome



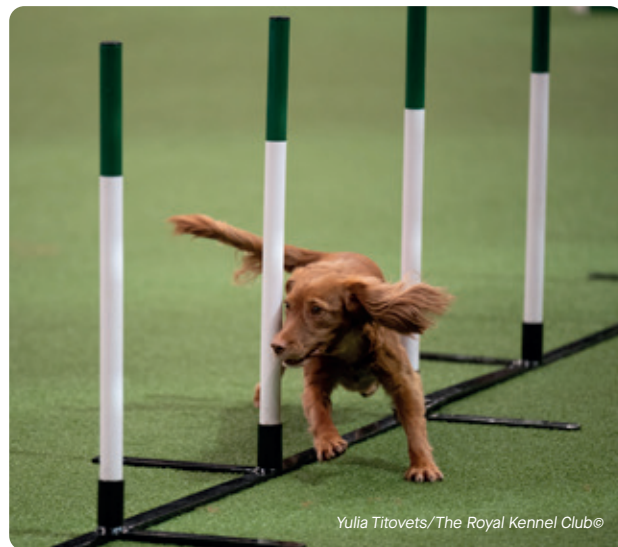
Dear Members, Friends, and Supporters

As we reflect on the past year we are reminded of what lies at the heart of The Kennel Club; our unwavering commitment to dogs and the people who love them. We are, and will always be, a driving force for positive change.

Over the past year, The Kennel Club has been working to strengthen its foundations, reinforcing our position as the leading voice for dogs and their owners. We're changing how we work: streamlining operations, embracing digital and launching new initiatives, including the Regional Support Network and the Judges Education Programme.

Our new approach puts the dog community firmly front and centre. Our health and welfare initiatives are empowering owners to make informed choices that benefit both them and their dogs. We maintain our unparalleled commitment to health, education, advocacy and our community.

Looking ahead, we must balance the financial equation to ensure the future of The Kennel Club for generations to come. This means we must become more relevant to a broader audience and evolve how we work.

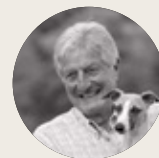


Yulia Titovets/The Royal Kennel Club©



We are working hard to optimise customer experience and are reaching more dog owners through digitisation and educational webinars. Our aim is to achieve timely responses to queries and improved efficiency without compromising the experience of our services.

For over 150 years, we've stood at the heart of the dog world. Our royal patronage and iconic traditions, like Crufts, aren't just history – they are our legacy. Crufts remains the ultimate celebration of what makes the dog community extraordinary – the bond between humans and dogs and the dedication of responsible breeders, trainers, and handlers. It is more than an event; it is a statement of who we are and what we stand for.



Tony Allcock OBE

Chairman
The Kennel Club

We would like to express our heartfelt thanks to everyone in our community. Your passion, dedication, and support make a real difference in the lives of our beloved canine companions, and we truly appreciate all that you do.

For those of you who have read about Charles Cruft, you may know he had a reputation for never settling. It is in our history to push boundaries and always aim higher.

As we move into 2025 with a new sense of direction, we will not settle. Together, we'll shape a stronger future for dogs and those who love them.

We invite you on this journey with us and extend our sincere thanks for your support along the way.

With our warmest regards,



Jannine Edgar

Chief Executive
The Kennel Club

As this report went to print, our Chairman announced his intention to retire in 2025, after six years of dedicated service as Chair. We thank him for his leadership and unwavering commitment to our community.

Tony Allcock OBE photo credit - Megan Williams / The Kennel Club ©



2024 at a glance





Helped to reunite over
6,600
lost pets with their owners through **Petlog**

4,500
puppies gone to new homes with our **digital puppy pack** giving them the best possible start in life





The Kennel Club was **featured in the media** over
19,000 times



Shared information and advice with over
620,000
followers of our **dog influencer** partners

Supported
334
breed rescues and
900
volunteers to find forever homes for **6,600+** rescue dogs



Helped
30,000
owners **train their dogs** through the Good Citizen Dog Training scheme





187,772
puppies registered

Our services received
477 Trustpilot reviews

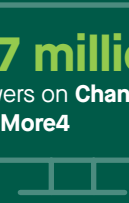
The Kennel Club earned
4.7 /5 stars

Petlog earned
4.4 /5 stars




Crufts – the greatest dog show in the world:


155,000
visitors and
8.7 million
viewers on **Channel 4** and **More4**



Generated an estimated
£6.9 million
in publicity value through almost
9,000
stories in the media



X3
our **social media content** gaining
65% more
content **engagement**



On average,
5.9 million
people **engaged with Crufts' social media** channels each month throughout 2024

Championing dog wellbeing

At The Kennel Club, we're in a unique position where our personal passion – caring for all things dog – aligns perfectly with the purpose of our beloved organisation.

This shared purpose drives our unwavering commitment to improving the lives of dogs and their owners.

Thanks to this shared dedication and the extraordinary effort from our staff, it's remarkable how much our organisation achieves, often with limited resources and in the most challenging circumstances. We are proud of what we have achieved this year to support the wellbeing of dogs:

Driving policy change with 'The Dog People's Manifesto'

As the General Election approached, we stood up for dogs and their owners with 'The Dog People's Manifesto'. This eight-point plan called on the next Government to reshape dog welfare laws, promote responsible breeding, and better support owners in caring for their pets. With clear, actionable proposals, we ensure dog welfare stays a top priority in the political conversation. This includes meeting with MPs and DEFRA senior civil servants at Crufts.

Protecting UK dogs from preventable genetic conditions

We have been working with several breeds to prevent the reintroduction of genetic mutations that have already been successfully eliminated

in the UK. Since these conditions could be brought back through imported dogs, we introduced targeted import restrictions to help safeguard the health of UK-based populations. By taking a proactive approach, we are ensuring that the progress made in responsible breeding isn't undone.

Health testing at Crufts 2024

At Crufts 2024, we continued our commitment to health testing, offering several key services to support dogs and their owners:

- 127 dogs underwent Respiratory Function Grading assessments, including French Bulldogs, Bulldogs, and Pugs
- 236 dogs received discounted eye testing, while our team was on hand to assist owners with purchasing DNA testing kits
- We took part in a televised Channel 4 discussion on brachycephalic breed health and worked with social media influencers to raise awareness about the importance of health testing before breeding
- Vet students attended specialist lectures on health topics, including health tools from Dr Joanna Ilska, IVDD with Dr Mark Lowrie, and brachycephalic airway syndrome with Dr Jane Ladlow

“

By taking a proactive approach, we are ensuring that the progress made in responsible breeding isn't undone.



Yulia Titovets/The Royal Kennel Club©

Protecting dog activities together

To future-proof canine activities, we provide a supportive, flexible, and responsive framework for dog event organisers.



Crufts is the perfect stage to celebrate everything we love about dogs - from the fun and inclusivity of canine activities to the incredible bond between dogs and their owners.



BeatMedia/The Royal Kennel Club©

Crufts 2024 Best in Show winner Viking, and Melanie Raymond.

We support a wide range of shows, activities and training clubs at grassroots level throughout the year. These events help develop future talent, preserve pedigree breeds, and provide essential training for dogs and owners.

By investing in and subsidising grassroots initiatives, we ensure that dog activities remain accessible, enjoyable, and beneficial for all.

Our new Regional Support Network

In response to feedback we launched a new Regional Support Network to provide clubs and societies with a dedicated point of contact, making accessing the support they need easier. This initiative has introduced regional advisors who offer tailored guidance, improved communication channels, and valuable resources to help organisers run dog activities more effectively.

This change strengthens support for the dog community by fostering closer relationships with clubs, streamlining services, and assisting volunteers—especially newcomers who may feel overwhelmed by administrative tasks.

Investing in judges' education

Feedback from judges, breed education coordinators, and secretaries enabled us to develop a user-friendly and accessible platform with almost 10,000 judges already registered. The launch of the online platform for the Judges Education Programme (Breed Shows) this year has revolutionised how judges access and manage their learning. This comprehensive online platform offers essential educational resources, makes record keeping easier, and removes the need for breed clubs to maintain separate judging lists—creating a smoother, more efficient system for all.

Crufts 2024

Crufts 2024 welcomed over 150,000 attendees to the National Exhibition Centre in Birmingham. The event featured 24,000 dogs over the four days - including at Discover Dogs and Scruffts competitors. Over 18,500 dogs participated in breed, agility, and obedience championship competitions. As our flagship event, Crufts is the perfect stage to celebrate everything we love about dogs - from the fun and inclusivity of canine activities to the incredible bond between dogs and their owners. On average, 5.9 million people engaged with Crufts social media channels each month throughout 2024.



BeatMedia/The Royal Kennel Club®

The Young Kennel Club, Good Citizen Dog Training scheme, and Dog Activities rings drew massive interest throughout the event, highlighting the many benefits of training, competing, and simply having fun with your dog. These areas showcased the incredible bond between dogs and their owners and demonstrated how we're inspiring the next generation of young handlers to become the future of canine sports. It was fantastic to see so much enthusiasm, with young competitors and their dogs taking centre stage and capturing the hearts of visitors.

Scruffts always proves extremely popular and is open to all crossbreed dogs regardless of background or heritage. Scruffts takes place across various heats throughout the year, held at events around the UK, with the winners from each heat earning a place in the grand final at Crufts. Approximately 720 dogs entered the six heats from spring to autumn in 2024, with the final being judged at Crufts.

Other 2024 highlights in the world of dog activities include:

Hosting the International Agility Festival

The International Agility Festival is open to any dog, as long as they're registered on one of The Kennel Club's registers, making it one of the few world-class agility competitions open to pedigrees, rescue dogs and crossbreeds alike. In 2024, over 2,000 dogs and their handlers completed nearly 23,000 agility runs in over 200 different classes, staying on 850 camping spaces alongside 39 trade stands.

Hosting the FCI European Open Agility Championships

The FCI European Open Agility Championships, held in the UK for the first time, was hosted by The Kennel Club. This hugely successful event saw Agility Team GB achieve gold, silver and bronze medals in individual and team competitions, competing alongside 30 international teams from around the world, including the USA, Brazil, Japan, and Thailand. This is testament to how a shared love of dogs brings people of all backgrounds together.

The Kennel Club Agility Stakes

One of the most important showcase events for agility in the UK occurs every December at the London



BeatMedia/The Royal Kennel Club®

International Horse Show. As in previous years, 2024 saw the country's most talented agility dogs and handlers take part in qualifying heats at shows across the country. Their goal was to secure a coveted invitation to compete at The Kennel Club Agility Stakes finals. 70 dogs took part across this five-day event, showcasing agility, those who take part, and its benefits.

The Kennel Club Working Trials

Hosted by the Essex Working Trials Society in 2024, the prestigious Kennel Club Working Trials Championships brought together the nation's top dogs from the past year's trials.

'Have a go' dog showing

Christina Chapman, a Kennel Club member, volunteered to organise the 'Have a go' shows at championship shows across the country for those people who have never shown their pedigree dogs before. We will work with Christina to hold a final at Crufts 2025.

Young Kennel Club camp

In July 2024, over 80 young people spent a week training in various dog activities, with many earning a Kennel Club Good Citizen award. Young people and their parents took the Kennel Club Points of a Dog assessment, which is required as part of Breed Show Judging Level 1.



The International Agility Festival is open to any dog, as long as they're registered on one of our registers, making it one of the few world-class agility competitions open to pedigrees, rescue dogs and crossbreeds alike.



Louise Bradley-Flack®

Engaging more dog owners

Growing our impact by connecting with more dog owners

The pandemic led to a significant increase in dog ownership in the UK, with many turning to online platforms for guidance and support.

To adapt, we are continuing in our mission to become digital first and are exploring opportunities to become more relevant, approachable, and inclusive. The hard fact, however, is that a substantial number of dog owners have yet to engage with The Kennel Club and only 12% feel we represent dog owners like them.

By becoming more relevant and fostering relationships with a more diverse audience, we can promote responsible ownership and enhance the wellbeing of all dogs, which is true to our purpose. Furthermore, by doing more good for dogs, we strengthen our ability to grow, allowing us to continue making a positive impact in the future. It's a win-win for everyone.

Legacy meets loyalty: brands for modern dog owners

A key focus must be evolving our Kennel Club and Crufts brands. Through them, we need to embrace new opportunities to connect with more dog owners, all while staying true to our roots.

In 2024, we continued researching how The Kennel Club and Crufts brands are perceived. Sadly, however, The Kennel Club isn't always top of mind. Conversely, Crufts is widely recognised and considered to be more than an annual event. It's a beloved tradition that brings dog lovers together year after year, celebrating the incredible bond between dogs and their owners.

A quarter of those who know us, see The Kennel Club as elitist: just for pedigree dogs - the select few. Half think our branding is outdated, and only 12% feel we represent dog owners like them. The findings are telling us that a secure future relies on transforming public understanding and improving relevance.

Using this insight and previous years' market research, we began developing a dual Royal Kennel Club and Crufts brand strategy and plan. Our work here leverages both brands to their fullest, in a way that delivers significant growth but respects our heritage in pedigree, with the intent of protecting our core and most valued audiences in dogdom.

At the same time, we have begun refining our organisational values and behaviours to align with our evolving brand. This will lay the foundations for a new culture and development programme in 2025, giving colleagues clear expectations and support to thrive in a refreshed, dynamic working environment. By strengthening our culture, we're helping everyone work with confidence and drive our success forward.

We look forward to launching the new Royal Kennel Club brand in 2025. We have gone beyond a simple logo change to ensure we deliver against the expectations deserving of such an honour.



Continuing our efforts to reunite lost dogs with their owners

Petlog, at 14.2 million strong, remains the UK's largest DEFRA-compliant pet microchip database for reuniting lost pets with their owners. In 2024, we reunited around 6,600 pets with their owners and answered over 184,000 calls through our 24/7 helpline to help vets, wardens, welfare centres, police and local authorities find owners of lost pets.

Further to the Government's declaration on 13 March 2023, we prepared for and successfully adapted to new regulations coming into force on 10 June 2024, when all cats in England by law had to be microchipped and their contact details stored and kept up to date on pet microchipping databases.

We dialled up our focus on improving service quality, increasing our focus on automation (including a 'Live Chat' function for users), streamlining operations while delivering an enhanced customer experience.

Building stronger bonds through our Good Citizen Dog Training scheme

The Good Citizen Dog Training scheme is the UK’s largest and most popular, fostering strong bonds and responsible ownership. Open to all dogs the scheme offers four progressive levels: Puppy Foundation, Bronze, Silver, and Gold, covering everything from basic obedience to advanced training. Highlights from 2024 included:

- Strong participation at Crufts, where the scheme was showcased to thousands of visitors
- Growing community involvement, running regular assessments and training sessions across the UK. Local clubs took part, hosting Puppy Foundation, Bronze, Silver and Gold tests
- 30,000 dogs and owners per annum achieve Good Citizen awards, reinforcing the scheme’s role in improving dog behaviour and welfare

With continued enthusiasm from trainers, owners, and clubs, the scheme remains a key part of our commitment to well-trained, well-behaved dogs in everyday life.

Promoting responsible puppy buying

Our Be Puppywise campaign promotes responsible puppy buying decisions and is a standout in the industry. By sharing expert advice and gathering key data on puppy buying and ownership experiences, we have been able to lead national conversations around responsible breeding and purchasing. This positions us as thought leaders, which we will build upon in 2025 and 2026, complemented by deepening our relationships with the media.

This year’s campaign generated over 300 high-impact articles in the press, raising awareness and positioning The Kennel Club as the go-to resource for anyone considering getting a puppy.

Supporting breeders and owners with digital Puppy Packs

We launched a new digital Puppy Pack, giving breeders tailored, accessible resources to help ensure their puppies get the best possible start in life. Available through their Kennel Club online account, this initiative provides personalised guidance based on puppy registration records and expert advice from The Kennel Club and breeder, making it easier than ever to support responsible breeder support and informed ownership.



Enhancing our website: a smoother, more user-friendly experience

Much focus is placed on our Kennel Club website, ensuring breeders and dog owners can easily access clear, reliable information. Updates to breeder content, breed standards, and site structure improved usability and boosted engagement.

As a result, website traffic from first-time breeders rose by 11% in page views and 13% in users, with overall traffic to breeding resources up 3% from 2023. We completed 1,000 content updates in 2024, keeping the platform accurate and accessible, reinforcing our commitment to being a single point of truth for our valued supporters.

Changing how we communicate and engage through social media

This year, we focused on boosting our brand presence through social media. With around 3 million followers and rising across our platforms, it’s a powerful tool for reaching millions more.

We developed content more tailored to our followers and increased engagement by moving to a more positive, conversational tone. We also started engaging directly with our followers. This change has led to a 6.2% increase in followers and a 6.14% rise in engagement year on year.

On our Crufts social media platform, we took content that was successful on TikTok and shared it across Facebook and Instagram. Our followers grew by 27.6% and engagement increased by 21.6%, with the highest engagement rates outside of events in years. This strategy has helped us create

a more positive connection with our community and expand our reach.

Influencers and new communication methods

Our Change of Ownership product allows new dog owners to officially transfer ownership and update the dog’s records, which is essential for ensuring accurate registration and access to Kennel Club benefits including insurance.

To refresh the messaging and reach a wider audience, we launched the first Change of Ownership campaign of its kind in the second half of 2024, working with dog social media influencers to tell an emotional, relatable story about the ownership transfer process. This approach resulted in over 1,100 purchases, exceeding our target by 150%.

The campaign’s success wasn’t only in sales: it also raised significant brand awareness, with our videos gaining 750,000 views and 60,000 likes. We reached over 620,000 new dog lovers, driving an 81% increase in social media followers.

This initiative helped us build lasting relationships with influencers, many of whom will be joining us at upcoming events and opened doors to future collaborations.

We will build on this success in 2025 by growing our influencer roster to reach new audiences. This will be complemented by our key opinion leader program, designed to enable two-way conversations between our organisation and our grassroots, promoting transparency and improving understanding.

Greater inclusion through promotion of the Activity Register

We worked hard to run two social media campaigns in 2024 to raise awareness of our Activity Register for dogs not eligible for our Breed Register. We wanted to highlight the benefits of this registration and encourage all dog owners to enter a range of events licensed by The Kennel Club. Sign-ups reached 2,542 in the first campaign - more than double our goal of 994 registrations - showing strong engagement. The second was similarly successful, achieving 974 product page views.



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Our followers grew by 27.6% and engagement increased by 21.6%

Enhancing member experience

Members continue to play a leading role in the changes we are bringing to our Club.

The Kennel Club membership consists of UK Members, Overseas Members, Associate Members, Honorary Members and Honorary Life Members. Members have voting rights at general meetings and regularly help to shape our work through voting on resolutions, which they are also able to propose.

Planning for a sustainable future

This year, we laid the groundwork for strengthening both our membership experience and the long-term sustainability of the Club.

Our analysis has highlighted once again that our premium Mayfair facilities have the appeal to generate much-needed income to help subsidise other membership services and our grassroots activities.

However, the current rules restrict access to the 1,500 members. This restricted access to our Mayfair facilities against the backdrop of rising costs and inflation is putting pressure on the Club's sustainability.

We have been exploring the potential of broadening access to others and doing this through a vetted recruitment process to maintain the quality and integrity of membership. An improved atmosphere through increased footfall would make for an enhanced experience in the bar and restaurant. We recognise the Club rooms and facilities are much loved and respected by all our members and any change will ensure that members continue to have priority.



We welcomed over 1,490 guests for 67 breed-themed lunches.



Increased regional presence and communication

In 2024, we made solid progress in strengthening our regional presence and improving communication with our valued members across the country. Our monthly 'Members' Roundup' email now reaches over 1,400 members each month, keeping them informed and engaged with Club news.

We also embraced the growing sense of community on our members' zone Facebook group, using it as a platform to engage in direct conversations and foster connections between members.

We've started planning how we can extend our popular themed events beyond London, bringing more opportunities for members to connect and enjoy the Club closer to home. Strengthening our regional reach remains a key priority, and we're excited to build on this momentum in 2025.

Networking and other events

We welcomed over 1,490 guests for 67 breed-themed lunches. These highly popular events will continue in 2025, with over 60 breed lunches already arranged. We used 2024 to also consider how we would expand our themed events into 2025, creating opportunities for all our members, whatever their areas of special interest.

The Club hosted its first wedding in 2024, which proved to be both successful and profitable, providing an additional revenue stream that can be reinvested into our community. Recognising the unique appeal of our venue to dog lovers and those who appreciate the heritage of our Club, we have decided to explore this offering further. The success of the event demonstrated clear potential for replicating this model in the future.



Supporting canine research through our Kennel Club Library

Our canine library is the largest in the world and houses a first edition of *De Canibus Britannicis* by Dr John Caius, which was published in 1570. It was the first book to describe comprehensively the breeds present in Britain.

The library continues to be an invaluable resource, handling thousands of research requests each year. From journalists and authors to breed historians, academics, and devoted dog owners, our collection supports a diverse range of inquiries. Our dedicated library team also plays a crucial role in assisting the Kennel Gazette, as well as supporting our press, health, and education teams in their work.

In 2024, there were 185 in-person visits for in-depth research and 113 external in-depth research requests. In the coming months, *The Kennel Club Stud Book*, *The Breed Records Supplement*, and *Members' Yearbook and Calendar* will be made digitally available while preserving their historical significance.

The Kennel Club Art Gallery

Our art gallery remains a true treasure trove of canine history, boasting the largest collection of dog-related art in Europe, with artefacts dating back over 2,000 years. Showcasing works from renowned dog artists, the collection also proudly houses the iconic Crufts 'Best in Show' trophy. This year, nearly 2,900 visitors explored the gallery, experiencing a rich blend of heritage and artistry. Highlights included:

- Breed tours: 79
- Tours for external organisations: 159
- Small personal groups and VIPs: 326

Four exciting exhibitions took place in 2024: 'Dogs in Advertising' and 'Drawings of Dogs' in the main exhibition space, along with capsule displays showcasing donations from the late Mrs. Valerie Foss and the work of contemporary artist Deirdre Ashdown.

In 2024, we explored ways to expand our print-on-demand and image licensing services, bringing our unique art and photography collections to new audiences. We look forward to unveiling our plans in the months ahead.

Safeguarding the future of pedigree dogs

We work to provide owners and breeders with the guidance and support they need to raise happy, healthy dogs, tackling breed-specific health concerns and promoting responsible ownership. This year, we have continued to work closely with the communities that breed and care for pedigree dogs.



Our 1.4 million health records and expert input underpinned the Health Standard.



We are world pioneers in many aspects of canine pedigree health data recording and development.

Population analysis reports

We completed the 2024 population analysis for 222 breeds, exploring genetic diversity within and across breeds. We produced breed-specific reports and an overall analysis to be published as peer-reviewed papers. These updates build on 2015's data and include new insights on trends in purpose-bred dogs, imports, litter sizes, and coefficients of inbreeding. Each breed has received its report, and we are encouraging breed communities to form focus groups to discuss breed-specific issues.

In 2025, we will host themed sessions with breed health coordinators to address genetic diversity management.

Pioneering through the Health Standard

We have launched the new Health Standard, incorporating elements of the now-sundowned Assured Breeders scheme. Designed to support all

breeders, it provides clear, evidence-based guidance on essential health testing before breeding.

Using our database of 1.4 million health results, along with expert input from specialists, international databases, and breed health coordinators, we have created a standard that is appropriate to all breeds. Health tests have been prioritised using a scientific, data-driven approach, incorporating published research, prevalence data, and genetic diversity. This new standard provides clear, evidence-based health test guidance, helping breeders and owners make informed decisions. The feedback from our breed communities has been invaluable in making it practical and accessible, and we are incredibly grateful for everyone's contributions.

We have appointed a group of external subject matter experts and created The Health Standard Advisory Panel to bring new perspectives and specialisms moving forward into the project, and further discussion around complex cases.



We've launched 87 individual DNA tests supporting customised health checks across 80 breeds.

Breed Watch

Following the conclusion of the Breed Watch review, we have made several changes to improve and protect dogs within the show ring. These include:

Health entry criteria for three breeds

For Crufts 2025, all eligible French Bulldogs, Bulldogs, and Pugs require a valid Respiratory Function Grading certificate to attend the event. Dogs assessed as Grade 3 would (or will) be excluded and prohibited from attending the show.

Updated judges breed health monitoring forms

We updated the monitoring form to include all breeds and improved its format, accessibility, and communication to better support judges in reporting concerns and understanding the process's value. From October 2024, use of the updated form will be mandatory for all championship show judges, regardless of breed category. This change will strengthen the form as an early warning system, ensure consistent monitoring, and improve tracking of dogs' health and welfare at shows.

Veterinary health checks

The vet health check guidelines have also been strengthened and updated. We are establishing a communication channel with all show vets to improve accessibility, ongoing training, and support in this area following engagement with General & Group Championship Shows in April 2024.

Breed reclassifications

As part of the review, the Breed Standards and Conformation Group assessed each Breed Watch category. Factors considered include conformation features related to health and welfare, health screening uptake, and concerns noted in judges' health monitoring forms. From January 2025, the French Bulldog and Basset Hound are reclassified to Category 3, while the Bloodhound was moved to Category 2 on the Breed Watch system.

Expanding our DNA Testing Services

We rolled out 87 individual DNA tests this year. This means we can now offer health testing for 80 breeds and instead of a full breed package, these tests facilitate choice to a dog's unique needs. We are also continuously updating the service to include newly recognised DNA tests within breed packages where relevant and aligning our offerings with the Health Standard to provide even better support moving forward.

We aim to make our DNA Testing Services more accessible and visible to dog owners and breeders. By improving how our DNA Testing pages appear in website search results, we've ensured that more people can easily find and benefit from these important services.

As a result of these improvements, we saw twice as many people visiting the website, with page views rising by 118% and an increase in 2024 DNA test usage of 6%.



We aim to make our DNA Testing Services more accessible and visible to dog owners and breeders.



Cardiology development

A list of at-risk breeds has been developed with the Veterinary Cardiovascular Society, prioritised by size and popularity of the breed and the significance of the potential heart problem. In 2024, we held four cardiology days, with 84 dogs tested across all breeds within our commitment programme. In 2025, we will continue to enhance and build upon the data we have, with support from our breed communities, to scope out the possibility of building and improving new schemes and better supporting dog owners and breeders who have concerns in this area.

Health surveys and webinars

Heart and spinal conditions have been noted as a concern that needed further exploration as part of our Breed Health and Conservation Plan project,

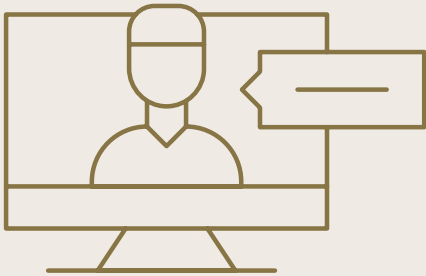
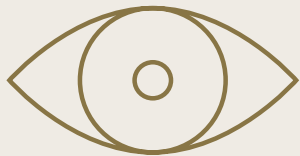
which looks at both the top priority conditions within a breed, and across all breeds. To better understand these concerns, we opened surveys to all breeds and received almost 9,000 responses. These insights will help shape our future work, whether that's developing new health schemes or providing better education for owners.

We also supported nine breeds in running their own health studies. These findings will play a vital role in shaping their Breed Health and Conservation Plans.

As well as developing the resources to assist breeders in making responsible choices, we also provide health information for puppy buyers, which has this year included a successful webinar series informing existing and would-be dog owners about health matters:

2,419 viewers

primarily dog owners - attended our webinars on cancer and bloat in dogs - both live and on YouTube



96%

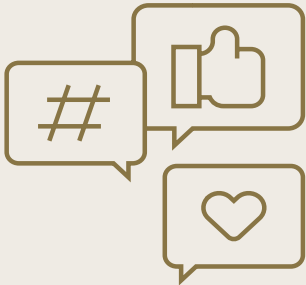
said they would recommend our webinars to others

99%

said they'd be interested in attending our future webinars

We secured more than 1,500 media articles

highlighting our health advice and raising awareness of our research and health schemes



The Respiratory Function Grading Scheme has now been licensed in 18 countries worldwide

Rehoming pedigree dogs

We support 334 breed rescue organisations and over 900 dedicated volunteers across the UK, all working to match each dog with the best possible home. In 2024, these organisations successfully rehomed nearly 6,700 dogs, while our online rescue pages were viewed more than 21,000 times – helping countless families find their perfect canine companion.

Expanding the Respiratory Function Grading Scheme

The Kennel Club and University of Cambridge's Respiratory Function Grading Scheme assesses Bulldogs, French Bulldogs and Pugs for a breathing problem known as brachycephalic obstructive airway syndrome (BOAS).

The scheme guides breeders on lowering the risk of producing affected puppies and supports owners whose pets are affected. A selection of regionally approved assessors (vets trained specifically in BOAS) grade respiratory function in these dog breeds.

The scheme continued to grow throughout 2024. We now have 72 active assessors and hosted a successful training day this year, to provide a refresher and address any challenges.

The scheme has now been licensed in 18 countries worldwide, expanding its impact internationally.

The Kennel Club/BVA Canine Health Scheme

In 2024, we continued to progress the Cavalier King Charles Spaniel Syringomyelia project, with the aim of gathering scans from 500 dogs over a five-year period to gain a deeper understanding of this condition within the breed. A new breeding advice tool was developed for use throughout the project.

The project is set to begin in 2025, with dogs being selected based on pedigree data and invited to take part. This initiative aims to enhance our knowledge of syringomyelia in the breed, offering valuable data and the potential to develop estimated breeding values in the future.

Ensuring financial security and sustainability

The Kennel Club is a profit-for-purpose business, which strives to generate a surplus (net of operating costs) that over the longer term can be invested into the services we provide.

Clearing the path for a stronger future

With our new Chief Executive Jannine Edgar at the helm (see **Changes to our organisation**), we have a strong focus on building integrity into our ways of working. Clearing the way for a secure future must start with identifying exactly why our income and outgoings are not in balance.

This commitment, which started in 2023, is not a short-term undertaking. Only when we have a complete understanding of our financial position, can we put the right solutions in place. That's why – at the time of going to print – we have initiated the most in-depth independent financial review ever carried out on behalf of The Kennel Club. These results will be shared as soon as the review is complete.

Our review covers many years, involving the people, processes and systems underpinning our finance capability. We know how important it is to have the right people carrying out the right checks, supported by the right technology. We are making sure we have the time and the ability in place to ensure we arrive at robust results.

We will be **making important improvements** to ensure we operate more effectively in 2025 and 2026. This includes enhancing the finance team's skillset, upgrading finance systems and tools, and sharpening our commercial management. This will tackle long-standing issues so we can move forward from a solid foundation.

More broadly, we have identified strategic, immediate to medium-term solutions to become more financially sustainable (see **Our plans for the year ahead**).

Our 2024 financial performance still reflects the challenges that existed before a plan was put in place to strengthen the organisation, particularly in areas of improving relevance, embracing digitisation and enhancing efficiency, post pandemic.

We already know that the net operating loss for 2024 will be at least equal to 2023, and most likely more.

Given our 2024 results, it may be difficult to see the positive strides we have made in key areas. However, meaningful improvements have taken place, including:

Embracing digitisation

To stay relevant, we must evolve and this means making our products and services seamless, accessible and fit for the modern world. Digitisation is not just about delivering a better experience, it's about efficiency too. With nearly £1 million spent annually on printing and postage, digital certificates alone will slash this cost by 20% each year.

In 2024, we took the first step in digitising awards certificates, field trial certificates, and export certificates, reducing wait time, print costs, and stationery spend. We are targeting £600,000 in savings through reduced print and postal costs.



Our aim is to re-invest £600,000 in forecast savings into dogs and our community, not printing and postage.



Secured partnerships

Corporate partners play a crucial role in supporting our work. Maintaining our strong reputation, alongside the continued dedication of our staff, is essential to not only securing but also sustaining these valuable opportunities. These collaborations provide essential funding, allowing us to expand our impact and reach more dogs and owners through our canine activities and health initiatives.

We were therefore pleased to renew our important Agria partnership with an enhanced financial and wider benefit package as well as create greater financial stability for Petlog, by renewing a large vet contract.

It is important we continue to activate sponsorship and partnership opportunities in line with our values.

Furthermore, our strategic partnerships and sponsorships aren't just about funding. They're about advancing our purpose by bringing the right people and organisations together.

The Kennel Club team took part in several roundtable discussions with other kennel clubs. These were hosted by Royal Canin as part of a Choose Health initiative.

Together, we explored how to collaborate more effectively on key issues in canine health. Topics included the health of brachycephalic breeds, standardising the way health tests and data are published, and the role of international events in promoting responsible breeding.

We also looked at how prestigious dog shows can be used to encourage positive change and help avoid extreme physical traits in dogs.

Secured a registrations price increase

We were grateful to our members for the approval of our requested increase in our registration fees earlier in 2024, as it provided much-needed support.

Maximised our assets

This year, we worked hard to make our assets work for us financially. We boosted income through renting out parts of our Aylesbury and Clarges Street office spaces.

Funding and expenditure: building a sustainable future

A clear understanding of how the organisation generates and allocates its financial resources is essential for explaining the long-term plan to drive stability and growth.

Activities within the organisation typically fall into three categories: **self-funding** (covering their own costs), **spenders** (requiring significant subsidisation), and **funders** (generating surplus revenue). While certain initiatives will always require financial support to deliver value to members, achieving a more balanced and sustainable model is crucial.

Moving forward, there is a need to shift towards a structure where more activities are self-sustaining or contribute to the organisation's financial health. By reducing reliance on heavily subsidised activities and strengthening income-generating areas, we can ensure we continue to provide high-quality services, adding purposeful value to our supporters, while securing a stable financial future.

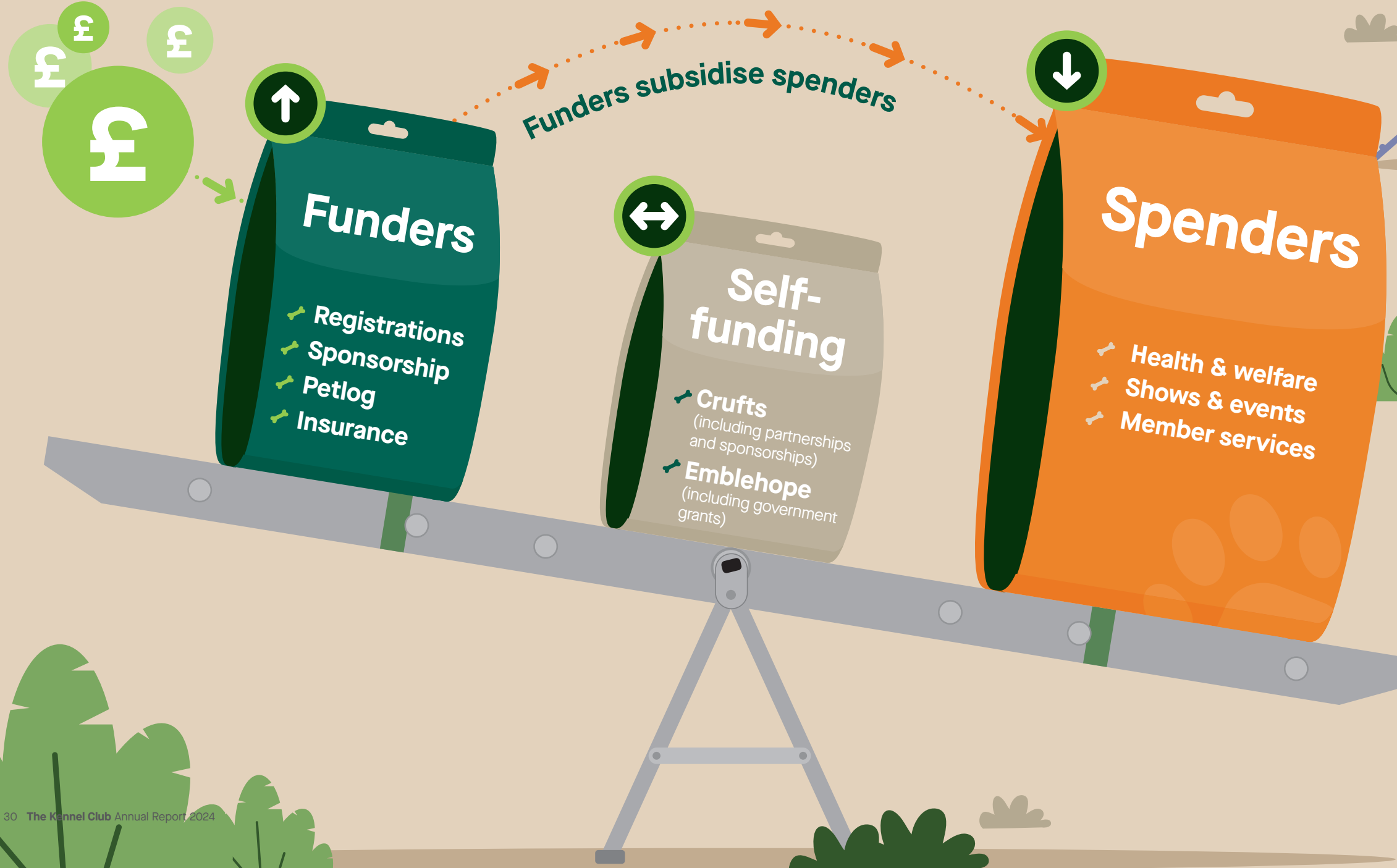
The primary sources of income represent revenue streams that **generate a surplus**. Among these, registration income is the largest contributor and highlights the need to diversify this revenue stream.

Income is also generated through core activities, with Crufts (made possible by sponsors and partners) and Emblehope (achieved by government grants) operating on a **self-funding basis**. Crufts relies heavily on sponsorship, an increasingly challenging market that demands complex negotiations, extended timelines, and specialist expertise. Our strong reputation and the dedication of our staff remain critical to securing these vital sponsorship agreements.

Expenditure encompasses shows and events, membership services, and health and welfare. These activities do not generate enough revenue to cover their costs and therefore require significant financial support from income-generating sources, such as registration fees. Despite the financial challenges, providing these services remains a fundamental commitment to members. To do this effectively and secure the long-term future of The Kennel Club, we need to make the most of our assets. By generating a greater surplus, we can reinvest more into our purpose and deliver even greater value to our members.



The Kennel Club's current funding and expenditure model



Changes to our organisation

Future-proofing through reorganisation

The reality for all modern organisations is that change is no longer just a phase – it’s constant.

We’re facing changes inside and out, and adapting is the key to staying strong and moving forward.

We have had to navigate challenges caused by substantial but necessary investments in Club activities and a sharp drop in new pedigree dog ownership rates after the pandemic.

The cost-of-living crisis had a significant effect on our customer base and general costs of running our Club, as well as the difficult decision to freeze pay to our staff.

More competitors now operate in our area, moving quickly and putting customers first. They deliver

exactly what customers want – offering products in preferred digital formats and presenting them in more engaging ways.

Together, these challenges led to considerable financial pressures and drove decisive steps to boost our long-term sustainability, financial growth, and relevance with all supporters – particularly those at grassroots.

Our long-term aim is to protect and maximise our existing revenue streams by making our range of products and services more relevant and valued by existing customers, while attracting more people to The Kennel Club.

In doing so, we will be better placed to deliver our purpose: to make a positive difference to dogs and their owners.

To address these challenges effectively, we must ensure the structure of The Kennel Club supports its long-term vision and ability to thrive.

We have had to continuously review how we are operating. In April 2024, The Kennel Club underwent a reorganisation to enhance its structure and ways of working.

The most significant changes occurred in the Canine Activities team. We also saw a bolstering of the team in Commercial Operations.

A new Marketing and Communications Executive was appointed to lead the new dual-brand strategy – The Royal Kennel Club and Crufts – and plan for the 2025 launch.

This bold new brand approach will boost our finances over the long term, while protecting our pedigree heritage, all with the greatest sensitivities and respect for dogdom.



Improving our governance

We simplified the structure of committees reporting to the Board, reducing their number from 21 to 12. This change makes their roles clearer, encourages better teamwork, and helps everyone work more smoothly together. By removing unnecessary overlap and complexity, we have started to create a more straightforward and efficient setup for committee members and their support teams, which ultimately benefits the grassroots they represent. At the request of the members, we will continue to review and recommend best practice measures for Board and committee governance and evolve as required.



Welcoming a new Chief Executive

Mark Beazley moved on from The Kennel Club in September 2024.

Mark had been in post for four years and under his leadership The Kennel Club made significant progress in terms of our future direction, ensuring that we are set up to succeed in a difficult external environment. He led the organisation through the bulk of the COVID pandemic and a period of positive change in terms of our first corporate strategy and transformation plan. Mark worked tirelessly to support and encourage our people through challenging times.

Jannine Edgar, former COO and Deputy Chief Executive, stepped in during the summer of 2024 to succeed Mark effectively, ensuring both continuity and stability. At the time of going to print, Jannine Edgar has been confirmed as the new Chief Executive of The Kennel Club.

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I have been particularly impressed not only by Jannine’s strategic foresight, but also by her ability to navigate the significant challenges we face. Her resilience, passion, and drive, coupled with a deep-rooted commitment to her team, set her apart as an exceptional leader.

As we continue our journey of transformation, strong and visionary leadership is essential. With Jannine’s extensive experience in delivering meaningful change on a global scale – alongside her background as CFO and COO – she is exceptionally well-equipped to lead The Kennel Club into the future.”

Tony Allcock OBE, Chairman,
The Kennel Club

Our plans for the year ahead

Our work throughout 2024 marks a significant shift in how The Kennel Club operates: it is now more transparent, proactive, and responsive to the needs of the dog community. **This is just the start.**

2025 will be a year of transformative impact

In 2025, we stand ready to embrace transformative change building on the foundations of 2024. We will stand firm in reinforcing our commitment to responsible breeding and empowering puppy buyers, taking our rightful place as thought leaders in the canine world.

While 2024 has been a year of progress, we have yet to turn a profit to reinvest which is important if we're to continue doing what we do best. Therefore, evolution is essential, and 2025 presents an opportunity to continue our mission to become

more relevant to dog owners, push further and explore new revenue streams, while bolstering our foundations.

The following initiatives are designed to enhance our financial sustainability, allowing us to continue delivering on our purpose while reducing our dependence on external market factors.

These efforts also create opportunities for our organisation's expanded influence longer term, in a way that is aligned with our values, all the while protecting the heritage of The Kennel Club and the membership experience.



The following initiatives are designed to enhance our financial sustainability, allowing us to continue delivering on our purpose



A few key areas being explored in our 2025 plan include:

The Club at Clarges

A working title for now, but a bold vision for the future. We are looking to maximise the use of our members' club in Mayfair, ensuring it not only protects its prestige and existing membership service, but also generates new revenue that we can redirect back into supporting dogs and their owners. Potential plans include transforming the venue into an exclusive wedding space, offering premium corporate packages, and creating a platform for selling gallery and club artwork replicas. This will make use of an existing asset for our organisation's purposeful advantage. We will ensure that members are fully engaged in the process, as it is their right to review, provide input, and ultimately approve any plans before they are implemented.

Dog grooming

The £1.2 billion pet grooming industry is one we have always been involved with, but never truly a part of. That's set to change in 2025, as we explore ways to establish a more prominent and responsible role in this thriving sector. By partnering with a major sponsor, used by many of our customers, we will have the know-how and the name to reach a new audience of dog owners.

Petlog

The UK's largest pet microchip database (14.2 million customers), managed by The Kennel Club, helps reunite lost pets with their owners by storing microchip details in a secure database that can be accessed by vets, rescue centres, and local authorities. We are exploring how we can better develop this business area to add value for pet owners and bring in much needed income to subsidise the costs of the work we do for the dog community.

Crufts

The world's greatest dog show is a four-day spectacle. Expanding Crufts beyond the event itself will unlock new audiences, promotional opportunities, sponsorships, and international growth. With estimates suggesting its true market size could be three times that of The Kennel Club, the possibilities are too promising to ignore. 74% of people know what Crufts is and what it does. We are looking to expand this reach to a wider range of owners throughout the dog's lifecycle, all to our organisation's purposeful advantage.



“The world’s greatest dog show is a four-day spectacle. But what if it became a 365-day brand?”

“We are looking to maximise the use of our members’ club in Mayfair, ensuring it not only protects its prestige and existing membership service, but also generates new revenue that we can redirect back into supporting dogs and their owners.”

The upcoming 2025 launch of the Royal Kennel Club brand aims to preserve and further maximise our heritage and prestige. It has the power to drive continued advocacy and retention among core customers while increasing relevance. Testing of the soon-to-be-revealed brand logo showed a 67% increase in consideration and relevance.

At the same time, by transforming Crufts into a year-round brand, we will unlock mass-market opportunities whilst ensuring we protect its rightful position as the pinnacle of dog showing. Central to this is better leveraging our much-loved products and services and optimising how we bring them to market. In today’s post-pandemic world, with rising inflation and an uncertain socio-economic environment, rebalancing the financial equation must continue to be our focus. Getting to secure financial ground will enable us to reinvest every gain back into dogs, ensuring a stable and thriving organisation for generations to come. 2025 is about ambition, innovation, and bold steps forward. Thank you for your continued support as we navigate the exciting future for The Kennel Club.

Acknowledgments

Patronage of His Majesty The King

The Kennel Club is honoured to have the patronage of His Majesty The King, continuing a proud royal tradition that underscores our commitment to dogs and their welfare. Before him, Her Late Majesty Queen Elizabeth II, a devoted dog lover and breeder, served as our patron for many years, reinforcing the Club’s role in promoting responsible dog ownership. Royal patronage brings invaluable recognition, helping to elevate our work and strengthen our influence in shaping canine welfare and standards. This enduring relationship with the Royal Family highlights the deep-rooted cultural and historical significance of dogs in British life.

Our valued community

The Kennel Club simply could not achieve all that it does without the dedication and passion of our incredible community. Our purpose comes to life through the dedication and expertise of breeders, breed clubs, volunteers, welfare teams and vets who tirelessly give their time and passion every day.

Official partners and sponsors

Agria is the official provider of our award-winning Kennel Club Pet Insurance policy with 125 years’ experience specialising in lifetime pet insurance. This partnership supports the health and welfare of Kennel Club-registered puppies bred by responsible breeders. It enables breeders to give every puppy the chance to be protected for life. We work closely on health aspects by using claims information to support our Breed Health and Conservation Plans and building engaging programmes supporting breeders, welfare and health.

As a result of our partnership with **Mars Petcare**, our community benefits from access to leading pet food brands, veterinary care services, nutrition, and wellness products. This partnership is showcased at our events, including Crufts, and they work closely with us on many pet healthcare initiatives.

We are also grateful for the support of our 2024 sponsors across our broad range of events and activities including **Royal Canin, James Wellbeloved, Skoda, Butternut Box, Eukanuba, Good Boy, Core, Whimzees, Purina ProPlan, Yumove, Skinners** and **Natural Instinct**.



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The Kennel Club simply could not achieve all that it does without the dedication and passion of our incredible community.



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