SHELTERBOX TRUST

England & Wales · Charity number 1096479

Details

Status	Registered
Legal form	Charitable company
Company number	04612652
Registered	2003-03-12
Register	View on the Charity Commission register

Contact

Address	The Shelterbox Trust Falcon House Charles Street Truro TR1 2PH
Phone	01872302600
Email	hello@shelterbox.org
Website	shelterbox.org

Activities

Objects: THE OBJECTS OF THE CHARITY ARE TO PROVIDE ON A WORLDWIDE BASIS HUMANITARIAN RELIEF, AID AND ASSISTANCE FOR THE BENEFIT OF PEOPLE IN CHARITABLE NEED AFFECTED BY, OR VULNERABLE TO, DISASTER OR OTHER EVENTS, PARTICULARLY BY PROVIDING SHELTER

Activities: ShelterBox provides emergency shelter and vital supplies to support communities around the world overwhelmed by disaster and humanitarian crises.

Classification

- **How:** Makes Grants To Organisations, Provides Services, Other Charitable Activities
- **What:** Overseas Aid/famine Relief
- **Who:** The General Public/mankind

Downloaded from opencharities.uk/ew/1096479

Geography

- **Area of benefit:** WORLDWIDE
- Bangladesh
- Burkina Faso
- Cameroon
- Chad
- Ethiopia
- Lebanon
- Malawi
- Mozambique
- Occupied Palestinian Territories
- Pakistan
- Philippines
- Somalia
- Syria
- Turkey
- Ukraine
- Yemen
- City Of London
- Cornwall

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£20,128,000	£22,570,000	£21,188,000	161
2023-12-31	£26,152,000	£23,064,000	£23,397,000	140
2022-12-31	£22,279,000	£17,555,000	£20,194,000	126
2021-12-31	£14,193,000	£11,664,000	£15,470,000	124
2020-12-31	£13,977,000	£11,460,000	£12,941,000	125

Downloaded from opencharities.uk/ew/1096479

Trustees

Name	Role	Appointed
Esme Rose Jones		2025-12-10
Geeta Manek		2026-05-15
George William Pennock		2025-11-07
Kerenza Anna Dean		2025-12-10
Leo Skyner		2021-05-25
MATTHEW CARTER		2024-12-11
Srikaran Srivivekanandarajah		2024-12-11
Steven Thomas Horan		2022-03-03
Suzanne Lee Scatliffe		2025-12-10
Virginia Elizabeth Fox		2024-12-11
claire goudsmit		2017-11-28

Downloaded from opencharities.uk/ew/1096479

SHELTERBOX TRUST

England & Wales - Charity number 1096479

Accounts

ShelterBox

ANNUAL REPORT 2024





“WE WENT OUT AT NIGHT FROM OUR HOME TO THE BORDER. I AM VERY AFRAID FOR MY HUSBAND AND MY ELDEST SON, BECAUSE I TOLD THEM THAT IF THEY GO OUT DURING THE DAY, THEY WILL BE DEAD. WE HID IN THE TREES DURING THE ESCAPE. FROM OUR HOME TO THE BORDER, WE SUFFERED A LOT TO GET THERE, BECAUSE I HAVE DAUGHTERS WHO ARE ALWAYS EXPOSED TO THE THREAT OF SEXUAL ASSAULT.”

– Hawa

SUDAN, CONFLICT



Hawa and her family are among hundreds of thousands of people driven into Chad by conflict and violence across the Darfur region in Sudan.

CONTENTS

2024 overview 5

CEO statement 6

STRATEGIC REPORT

Who we are and what we do 8

Our values 10

Our strategy 2022-27 11

Inspired by supporters, together with partners 12

Delivering on our strategic objectives: Doing more 14

Delivering on our strategic objectives: Doing it well 16

Delivering on our strategic objectives: Doing it together 18

Providing shelter where it's needed most: Gaza 20

ShelterBox and sustainability in 2024 22

Celebrating our amazing supporters 24

How Rotary helps us go further 26

How we fundraise 28

Our amazing international affiliates 30

Financial Summary 32

Supporting our people 34

Our priorities for 2025 36

Structure, governance and management 37

Structure 40

Statement of Trustees' Responsibilities 41

Reference and administrative details 42

Independent auditor's report to the members of ShelterBox Trust 43

FINANCIAL STATEMENTS

Consolidated Statement of Financial Activities 46

Balance sheet 47

Cash flow statement 48

Notes to the financial statements 49

Front cover: Zara is one of millions of people who have fled violence in Sudan in search of safety, with her children.

2024 OVERVIEW

At the end of 2024, we hit the milestone of supporting 3 million people since we first started to provide emergency shelter to people after disaster in 2000.



270,000

PEOPLE WERE SUPPORTED WITH EMERGENCY SHELTER AND OTHER ESSENTIAL AID IN 2024.

WE'VE SUPPORTED PEOPLE AFTER

- FLOODING
- CONFLICT
- DROUGHT
- TROPICAL STORMS

CEO STATEMENT

Dear friends

Two words come to mind when I look back on 2024 – uplifting and challenging. It was a year when ShelterBox had much to celebrate, but also when we were under no illusion about the challenges we now face to achieve our mission. Our impact as an organisation keeps on growing, but so does the need for our support across the globe.

To begin with the positive, in 2024 we reached a true landmark. Since being founded in 2000, ShelterBox has now reached over three million people with emergency shelter aid. I think it's fair to say this would have been unimaginable when the idea for ShelterBox was first mentioned at the Rotary Club of Helston-Lizard in Cornwall. A brilliant idea has since grown into a worldwide community, with every member driven by the shared belief that no one should be without shelter after disaster.

Since 2000, the number of people displaced from their homes worldwide has risen from approximately 30 million to around 120 million. While that increase only fuels our determination to do more, we should all feel rightly proud that three million people have the foundation for a better future because we took action together.

Our progress is testimony to the commitment of every single person who has been part of ShelterBox over the past 24 years. I honestly can't thank you enough for helping us have the kind of profound impact you can read about throughout this report.

On the other hand, it was also a challenging year for several reasons. ShelterBox has always worked at the sharp end of disasters, reaching people who have lost their homes – the very foundation for life – in the immediate aftermath of a crisis, and often in remote or already vulnerable communities.

We are now seeing how this challenge is becoming even more relentless, as communities experience an increasing cycle of extreme weather, made worse by the climate crisis and often in interplay with nearby conflict. The need for our work has never been greater.

At the same time, though, support for some of our disaster response work was below what we urgently needed last year. Donations towards our work in Gaza, for example, were lower than we had hoped. There are, of course, many possible causes for this, from rising living costs to 'compassion fatigue' and divisive political narratives.

At ShelterBox, our response to all of these challenges is the same. We are absolutely determined to earn and justify every donation. We never take any donation for granted.

But we also know the power of emergency aid. We know it with unwavering certainty. Working where we do, we see that the impact of shelter is undeniable – and can reach so far even when a relatively small amount of support is provided. We see the devastation that can follow when people lose their homes, and we see how the future can be totally transformed by something as apparently simple as a tent that helps families feel safe.

So, I hope as you read this year's report, you'll get a sense of how much difference was made once again because of your generosity. Together, around the world, we showed how shelter is a catalyst to regaining control of your life. Even in these challenging times, nothing is more uplifting than that.

Thank you for standing with us,

SANJ SRIKANTHAN
Chief Executive, ShelterBox



ETHIOPIA, CONFLICT

"I FELT BROKEN AND WORRIED ABOUT PROVIDING FOR MY FAMILY, BUT SUPPORT HAS GIVEN ME HOPE."

– Kadir

KADIR



Kadir (top right) and his family have been displaced multiple times due to conflict and climate induced disasters. He has also experienced chronic illness, resulting in the limited use of one of his legs. His family received an enhanced aid package from ShelterBox, tailored for people with disabilities.



WHO WE ARE AND WHAT WE DO

OUR VISION

No one without shelter after disaster.

OUR MISSION

We provide shelter, essential items and technical assistance to help some of the world's most vulnerable people recover and rebuild their homes after disaster. We listen and adapt our support to the needs of each community, working together with those affected by disaster, alongside our supporters and partners.

WHAT WE BELIEVE

Shelter is the foundation for life – for survival, stability and dignity. It offers a place to feel safe, stay together, stay healthy, earn a living and help children get an education.

Right now, over 120 million people worldwide have been forced from their homes by disasters, conflict and climate crisis – and that number is growing every day. So, we have to work in new ways.

Shelter is a human right and enables people to take steps towards recovery.

We started 24 years ago with our iconic green ShelterBoxes. Today, we do much more.

We listen. We hear what people need, creating tailored support to meet complex situations.

We support. We give emergency shelter and aid essentials, including shelter repair kits, water filters and solar lights. And we help people rebuild, repair or return home.

We share. We use our expertise to support people worldwide and champion local partnerships and environmental sustainability.



SOMALIA, DROUGHT

HODAN

“NOW WE HAVE RECEIVED THE HOUSE WHICH MADE OUR LIVES EASIER DURING BAD WEATHER. WE REALLY APPRECIATE IT. THE FAMILY IS HAPPY WITH THE HOUSE AND THE LAND WE GOT.”

– Hodan

Hodan and her family were displaced by severe flooding. They were forced to flee across Somalia, enduring harsh conditions. Arriving in Dollow with just the clothes they were wearing, Hodan and her family constructed makeshift shelters. With no hope for returning home, ShelterBox and Juba Foundation supported Hodan and her family with a durable home, built with mudbricks and cement, and land tenure, meaning they have rights to live on the land for many years to come without fear of eviction.

OUR VALUES

INTEGRITY
We commit to the highest ethical standards and strive to be honest, straightforward and fair. We hold ourselves accountable for doing the very best we can for those affected by disaster and for each other.

FLEXIBILITY
We adapt and overcome challenges to achieve shared goals. We approach our work with an open mind and the willingness to find the right solution.

PARTICIPATION
We put people and their needs at the heart of what we do. We work together with people affected by disaster, our volunteers, partners and supporters. We support each other. We are inclusive.

LEARNING
We champion continuous growth and development. We are driven to keep improving and exploring what we could do differently. We ask ourselves how we can be better for the people we serve, our volunteers and supporters, and for each other.

MALAWI, FLOODING



ShelterBox and CARE Malawi distributed aid to villagers in the Nkhotakota District, including Katimbira, Mtupi, and Mdame.

OUR STRATEGY 2022-27

2024 was the third year of our current strategy period, and the three strategic objectives below were at the heart of everything we did. On the following pages, you can see how these goals guided our efforts throughout the year.

	DO MORE	DO IT WELL	DO IT TOGETHER
Strategic Objectives	Scale up to meet humanitarian need	Innovate to improve quality of shelter assistance	Address power imbalances in the global shelter system
Sub-Objectives	Grow programmatic capacity through partnership	Grow our expertise in emergency shelter delivery through innovation and knowledge creation	Support local and national shelter responders to strengthen their capacity through skills and knowledge sharing
	Achieve sustainable, flexible funding growth	Minimise our environmental impact	Build a diverse, global ShelterBox, representative of the populations we work with
	Expand emergency response capacity through emergency preparedness	Measure what we do and learn for the future	Listen to and amplify the voices of affected communities

INSPIRED BY SUPPORTERS, TOGETHER WITH PARTNERS



Donations helped conduct field visits in Somalia with our partners at Juba Foundation.

HOW WE RESPONDED AFTER DISASTERS IN 2024

In the wake of conflicts, extreme weather and ongoing crises, we joined with partners to help people survive after disaster – thanks to our incredible partners and supporters.

It was a year where many disasters failed to attract the media attention they deserved, but the need for shelter was as acute as ever. Throughout 2024, we reached over 270,000 people in 17 countries and territories with emergency shelter and other essential aid.

WE WERE THERE AS CONFLICT FORCED MILLIONS FROM THEIR HOMES



Camp assessments in the northeast of Syria

In Syria, we have supported more than 450,000 people affected by the Syrian crisis since 2012. This includes Syrian refugees in Jordan, Lebanon, and Iraq. In 2024, we provided mattresses, blankets and children's winter clothes to help families survive the punishing winter cold.

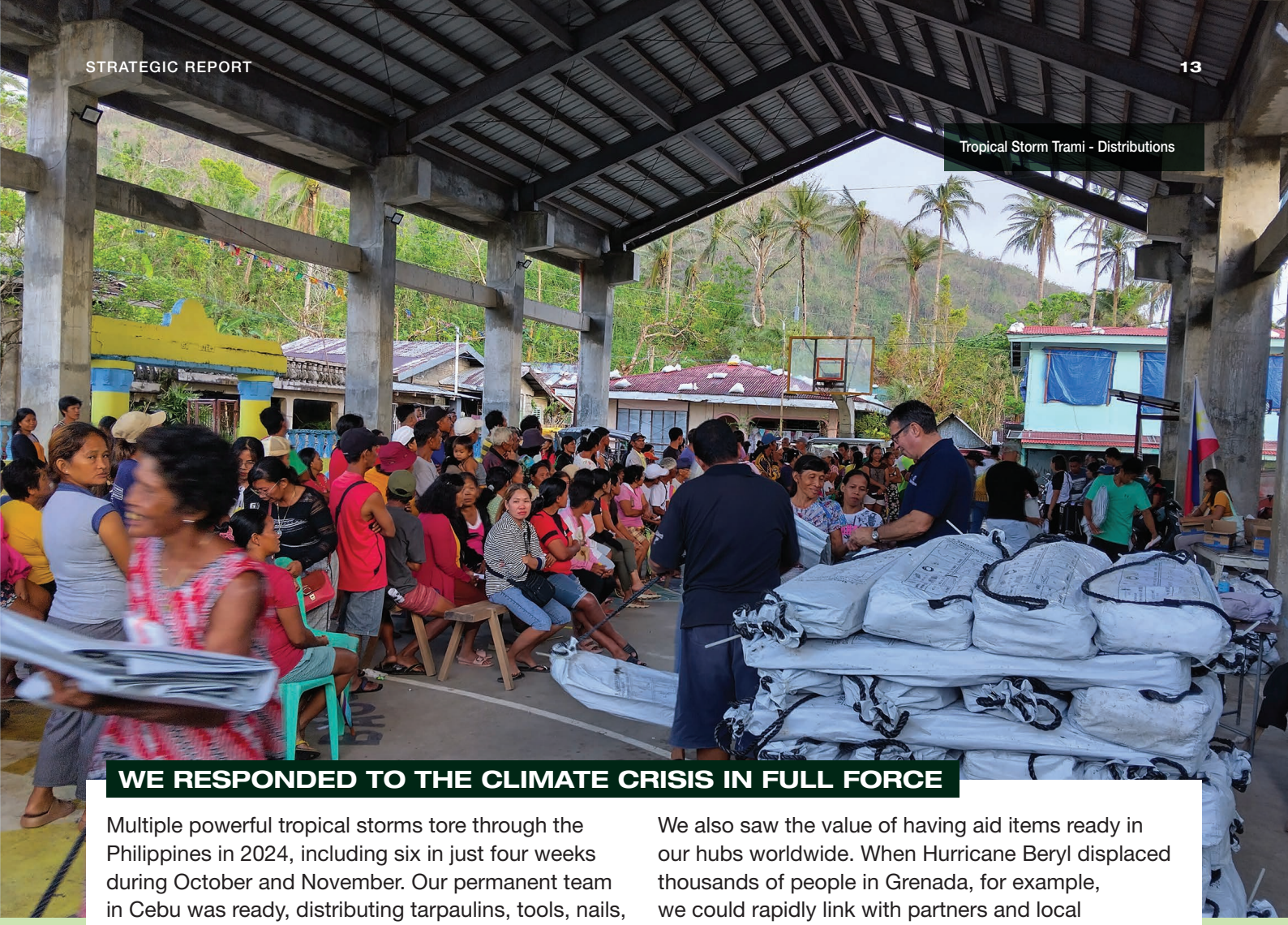
In Chad, we helped people fleeing violence in neighbouring Sudan, providing emergency shelters and transitional shelters for families facing long-term displacement.

In Cameroon, we were there for over 49,000 people, providing everything from roofing materials to wheelbarrows and kitchen sets.

In Gaza, we overcame huge barriers to deliver tents, tarpaulins, mattresses, water carriers and kitchen sets.

450,000

PEOPLE AFFECTED BY THE SYRIAN CRISIS SINCE 2012 HAVE BEEN SUPPORTED BY US



Tropical Storm Trami - Distributions

WE RESPONDED TO THE CLIMATE CRISIS IN FULL FORCE

Multiple powerful tropical storms tore through the Philippines in 2024, including six in just four weeks during October and November. Our permanent team in Cebu was ready, distributing tarpaulins, tools, nails, rope and more – essential items to help people repair damaged homes and prepare for future storms.

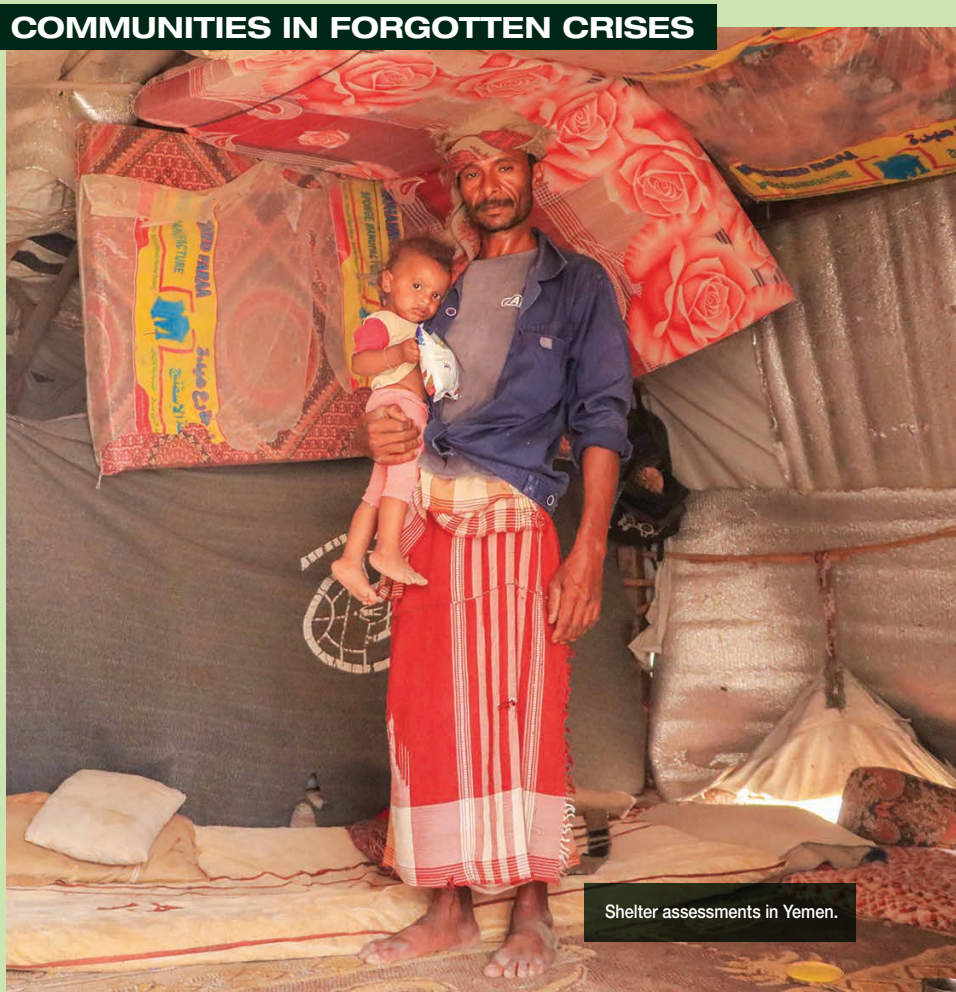
We also saw the value of having aid items ready in our hubs worldwide. When Hurricane Beryl displaced thousands of people in Grenada, for example, we could rapidly link with partners and local volunteers to bring in emergency shelter items from nearby Panama.

WE PROVIDED SHELTER TO COMMUNITIES IN FORGOTTEN CRISES

In countries including Burkina Faso, Ethiopia, Mozambique, Somalia and Yemen, ShelterBox supporters made sure we could respond to long-term and often ignored disasters.

Yemen is one of the world's worst humanitarian crises, but it gets little media attention. We focus on places where we can have the biggest impact, and we provided 9,000 long-term shelter solutions in the country last year. It was a similar story in Somalia – where 16,000 people used our shelter and aid items to rebuild for a better future.

We know shelter is the foundation for life. With our support, families and communities were able to stay together and recover throughout 2024.



Shelter assessments in Yemen.

DELIVERING ON OUR STRATEGIC OBJECTIVES:

DOING MORE

BANGLADESH

After Cyclone Remal in May and flooding in August, we responded twice in Bangladesh in 2024 – and saw the benefit of preparing in advance for potential disasters in the country.

We have responded five times in Bangladesh, learning from each experience and building close links with communities. Our understanding means we can keep responding with the right aid and the right partners. In May 2024, with preparedness plans in place, we were able to respond quickly and effectively when Cyclone Remal tore through southwest Bangladesh.



Flooding assessments in Bangladesh

Close to four million people were affected, with 173,000 homes damaged and 40,000 destroyed. In the aftermath, one thing was clear – people wanted to stay in their local area, not move to larger cities. So we worked with our partner Uttaran to make that happen, providing shelter kits containing corrugated iron sheeting, bamboo, wood and fixings. All the essentials people wanted to begin rebuilding.

Thousands of people had also lost their livelihoods, so we offered cash assistance to help people pay for tradespeople and building materials. Uttaran engineers delivered technical training to local tradespeople too, as our aid helped communities to rebuild and supported the economy to recover.

Just three months later, disaster struck Bangladesh again – this time with heavy rainfall overwhelming water systems and causing severe flooding in several parts of the country. Again, our local partnerships and experience helped us act.

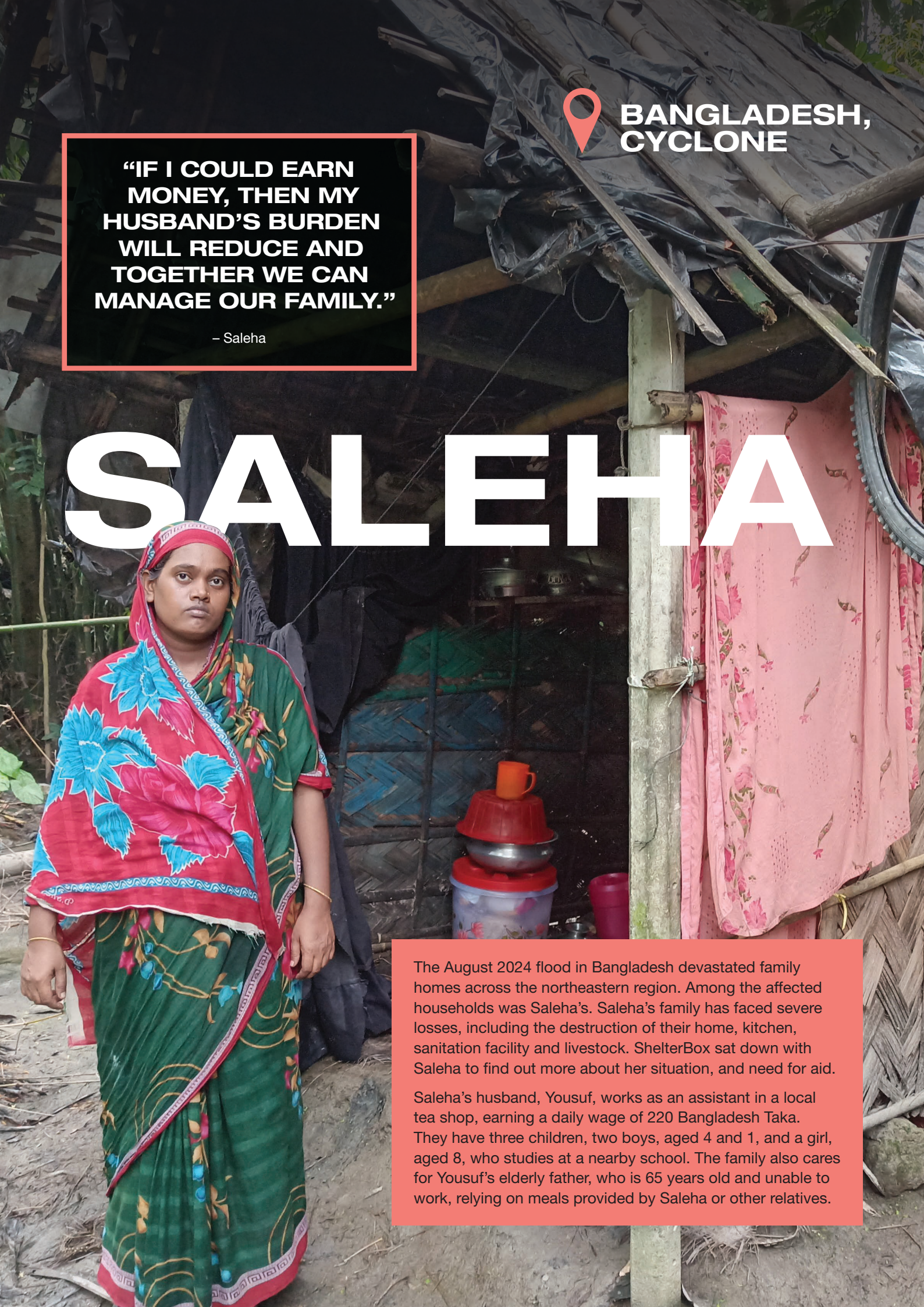
With over 330,000 homes damaged or washed away, we focused on providing shelter materials more likely to withstand future floods.

THANKS TO SHELTERBOX SUPPORTERS, AFTER CYCLONE REMAL:

WE SUPPORTED MORE THAN **5,800** PEOPLE

WE CONSTRUCTED **1,400** SHELTERS

100% OF PEOPLE SAID SLEEPING CONDITIONS WERE THE SAME OR BETTER THAN BEFORE THE CYCLONE



BANGLADESH, CYCLONE

> **"IF I COULD EARN MONEY, THEN MY HUSBAND'S BURDEN WILL REDUCE AND TOGETHER WE CAN MANAGE OUR FAMILY."**
>
> – Saleha

SALEHA

The August 2024 flood in Bangladesh devastated family homes across the northeastern region. Among the affected households was Saleha's. Saleha's family has faced severe losses, including the destruction of their home, kitchen, sanitation facility and livestock. ShelterBox sat down with Saleha to find out more about her situation, and need for aid.

Saleha's husband, Yousuf, works as an assistant in a local tea shop, earning a daily wage of 220 Bangladesh Taka. They have three children, two boys, aged 4 and 1, and a girl, aged 8, who studies at a nearby school. The family also cares for Yousuf's elderly father, who is 65 years old and unable to work, relying on meals provided by Saleha or other relatives.

DELIVERING ON OUR STRATEGIC OBJECTIVES:

DOING IT WELL

PAKISTAN

Monsoon rains and flooding in 2022 led to the worst disaster to hit Pakistan in a decade. In 2024, we continued to support families who had lost their homes, turning our attention from our initial emergency response to a new way to construct durable, long-term shelters that can survive future floods.

In the emergency phase of our response to the 2022 disaster, we had teamed up with our local partner Islamic Relief Pakistan (IRP). Together, we supported thousands of people with essential shelter items that have the biggest impact immediately after a disaster – including tents, tarpaulins and cash assistance. But, by 2024, our focus was on long-term recovery, again with IRP.

As a result, over 4,000 people received materials to construct a more durable shelter – known locally as a pakka house – along with a separate toilet. Pakka houses are one-room buildings made of concrete and brick and built on concrete bases. The bases provide extra protection against flooding and the design of pakka houses makes them durable.

This was the first time we had supported people create this type of shelter, as we continued to evolve our work by listening to communities about the support they value most. We also provided cash assistance, helping families hire skilled local tradespeople and labourers to create homes that last and recover for the long term.



Severe monsoon flooding in Pakistan left thousands of people like Ali with nowhere to live.



People whose homes were damaged or destroyed have been supported with more durable shelters built on concrete bases.

THANKS TO SHELTERBOX SUPPORTERS LIKE YOU:

100% of people we supported were satisfied with how the response was run

100% of people with a new home felt protected from rain and sun

100% of people felt safe in their newly constructed homes

93% of people said the shelter design and size was appropriate for their family

ALI

PAKISTAN, FLOODS

When Ali's family home was destroyed by the 2022 floods, we worked with our local partner to provide the items needed to build a resilient pakka house. In 2024, we returned to ask Ali what difference this had made.

"We also received a cash grant from Islamic Relief and ShelterBox. We paid the mason and labourer for the work they did, and the rest of the work I did by myself, along with my wife."

Whereas Ali was previously saving all his income to try and rebuild his home, he can now support his family more easily. He is also hoping to set up a business that will enable him to put money away. With shelter in place, his hopes for the future seem more achievable.

"Having some savings will help us at times of emergencies," Ali says, "so we do not have to ask anyone else for help."

"AFTER A SURVEY FROM ISLAMIC RELIEF, THEY PROVIDED US WITH ALL THE MATERIALS FOR A HOME AND LATRINE, INCLUDING BRICKS, CEMENT, STEEL GIRDERS, DOORS AND WINDOWS. WE HIRED A MASON TO BUILD THE HOUSE, AND WE ALSO WORKED WITH A LABOURER."

– Ali



DELIVERING ON OUR STRATEGIC OBJECTIVES:

DOING IT TOGETHER

CAMEROON

As well as continuing to provide essential shelter items in Cameroon throughout 2024, we launched a new initiative in the country. Together with our local partner, Public Concern, we ran a co-creation storytelling project so people's real experiences of life after disasters could be seen and heard.

Over two million people in Cameroon have now been displaced from their homes due to conflict and extreme weather. Large numbers of refugees have fled armed groups in neighbouring Nigeria. And in 2024 nearly half a million people in the north of Cameroon were affected by the worst flooding in decades.

ShelterBox has worked in Cameroon since 2015 and in that time, we have supported over 250,000 people with items including tents, emergency shelter kits and household items, like kitchen sets and water carriers.

In response to the unprecedented flooding that affected millions of people across West and Central Africa, we worked with our partner Public Concern to improve living conditions for people in the Far North of Cameroon. We also provided flood defence kits to help protect these communities from future flooding events.

Our reach figures in Cameroon are so high because our community tool kits reach an average of 12 families per kit and often more. The flood defence kits, made up of sacking (to make sandbags), needle and thread and extra tools, also serve multiple families at a time.

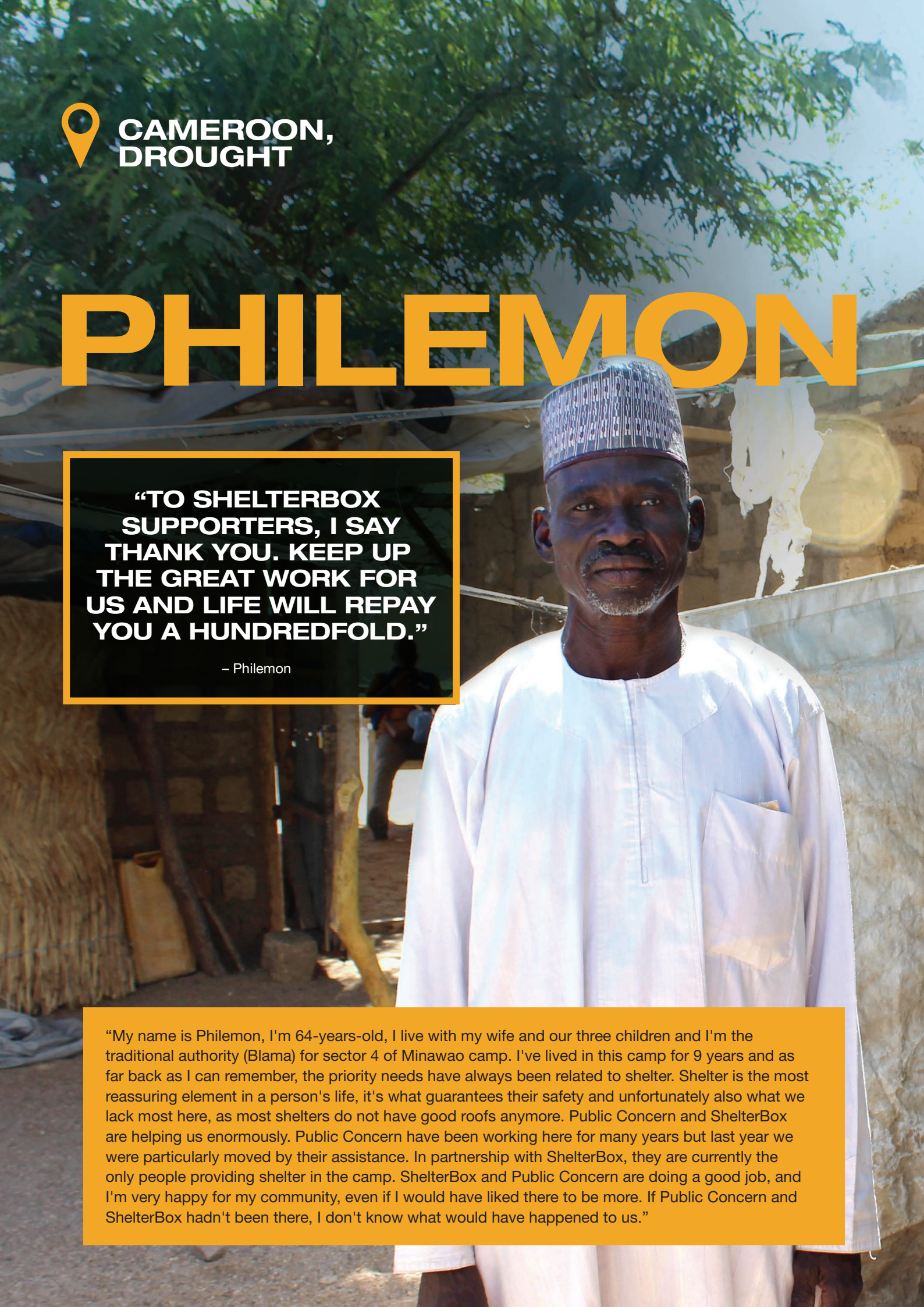
Since our earliest days, ShelterBox's approach has been based on listening. We speak with partners and communities to understand what will make the biggest impact and how we can be part of it. In 2024, we took our work in Cameroon in a new direction, with a six-month storytelling project run with volunteers in Minawao Refugee Camp. We ran a series of workshops for eight volunteers who live in the camp. The sessions focused on skills including camera work and writing techniques, using a co-creation approach so the volunteers could play a guiding role and experience the full power of sharing stories.

By asking participants what they wanted to show and how they wanted to show it, we captured the reality of life after losing your home to disaster. The volunteers identified three themes they wanted to communicate about – resilience, extreme weather, and providing protection and hope through shelter. We shared the resulting stories with our supporters via email and online and ran a series of digital adverts that were our most successful for several years.
The approach brought people closer to our work and showed why working together is fundamental to delivering effective shelter.

"THIS PROJECT GAVE ME THE OPPORTUNITY TO HAVE THE TECHNIQUE AND METHOD OF TELLING A STORY, BECAUSE I LOVE WRITING AND I CONSIDER MYSELF A WRITER. I DID IT WITHOUT ANY REAL TECHNIQUE BUT I LEARNED TO IMPROVE AND TAKE PHOTOS THAT TELL A STORY."

– Ishaku, co-creation ethical storytelling volunteer





CAMEROON, DROUGHT

PHILEMON

“TO SHELTERBOX SUPPORTERS, I SAY THANK YOU. KEEP UP THE GREAT WORK FOR US AND LIFE WILL REPAY YOU A HUNDREDFOLD.”

– Philemon

“My name is Philemon, I'm 64-years-old, I live with my wife and our three children and I'm the traditional authority (Blama) for sector 4 of Minawao camp. I've lived in this camp for 9 years and as far back as I can remember, the priority needs have always been related to shelter. Shelter is the most reassuring element in a person's life, it's what guarantees their safety and unfortunately also what we lack most here, as most shelters do not have good roofs anymore. Public Concern and ShelterBox are helping us enormously. Public Concern have been working here for many years but last year we were particularly moved by their assistance. In partnership with ShelterBox, they are currently the only people providing shelter in the camp. ShelterBox and Public Concern are doing a good job, and I'm very happy for my community, even if I would have liked there to be more. If Public Concern and ShelterBox hadn't been there, I don't know what would have happened to us.”

PROVIDING SHELTER WHERE IT'S NEEDED MOST:



With hundreds of thousands of people without adequate shelter, the need for good quality, durable, moveable tents is very high across the Gaza territory.

GAZA

We continued to respond to the conflict in Gaza throughout 2024, in one of ShelterBox's most challenging responses to date.

Providing lifesaving aid and shelter items in one of the most dangerous places on earth was exceptionally difficult. Challenges included unpredictable airstrikes and border closures, safety threats to aid workers, damage to infrastructure and supply routes, and time-consuming checks by Israeli military on aid moving into and around Gaza.

This complex and dangerous picture meant we often struggled to deliver lifesaving aid – but we persisted as our work in the region was more essential than ever.

Together with our partners Medical Aid for Palestinians (MAP) and Palestinian Agricultural Relief Committee (PARC), we supplied tents, water carriers, blankets and other items to thousands of people in Gaza. In September, when 900,000 people were forced to flee their homes as the crisis worsened in neighbouring Lebanon, we also linked with our Lebanese partner Basmeh & Zeitooneh to support thousands of people with blankets, hygiene kits and household cleaning kits.

And then, in October, Israeli airstrikes in Gaza targeted a safe zone where people were sheltering in our tents. The safe zone was meant to provide refuge for families whose lives had been uprooted by the crisis. We had spent months calling for an immediate humanitarian ceasefire and protection for all civilians on every side of the conflict, and the bombings underlined why lasting peace is critical. Thanks to our determined supporters, we continue to support people in Gaza.

IN 2024, WE HAVE SUPPORTED OVER 2,600 FAMILIES IN GAZA WITH EITHER SHELTER OR EMEGENCY HOUSEHOLD ITEMS INCLUDING:

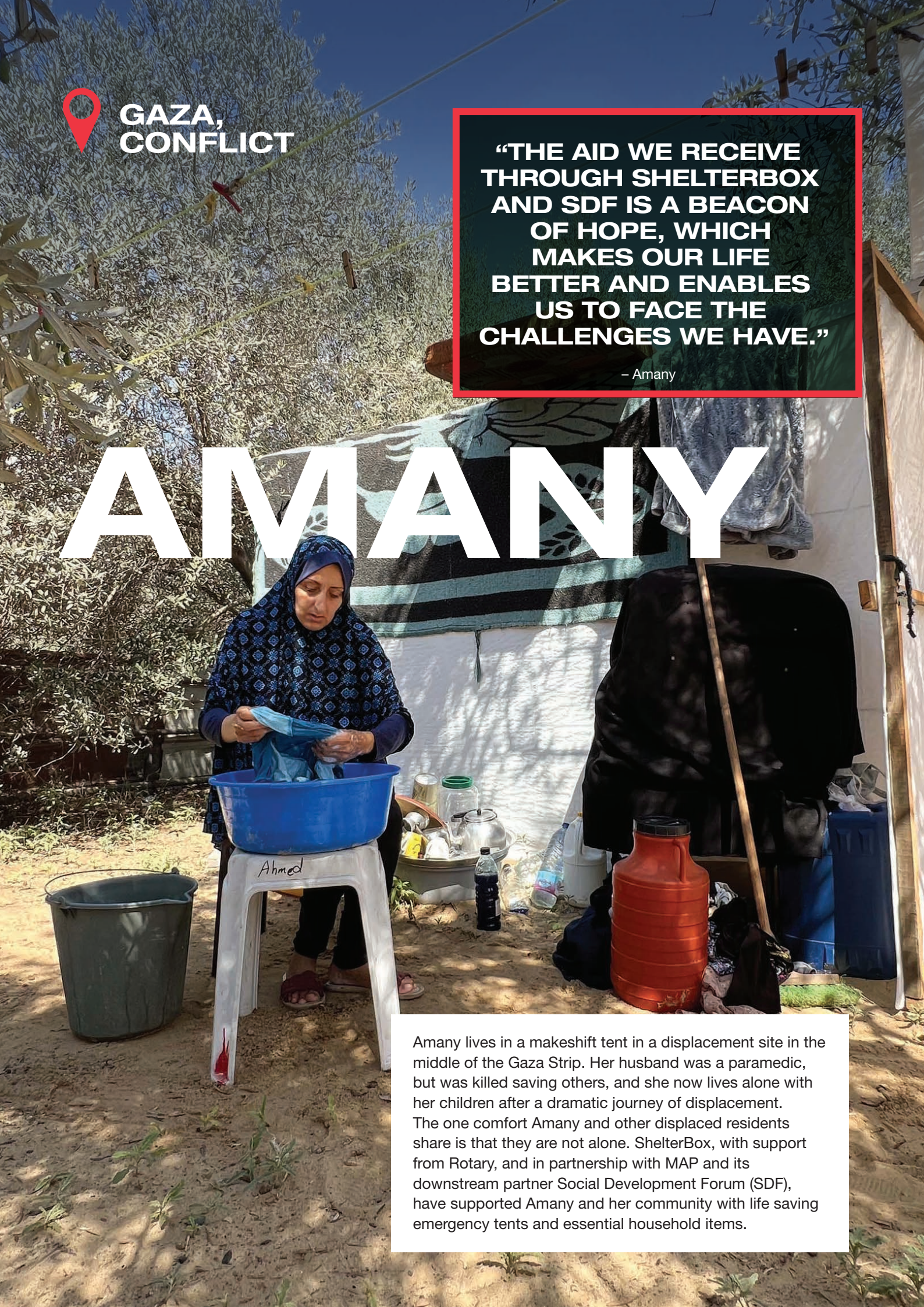


GAZA, CONFLICT

“THE AID WE RECEIVE THROUGH SHELTERBOX AND SDF IS A BEACON OF HOPE, WHICH MAKES OUR LIFE BETTER AND ENABLES US TO FACE THE CHALLENGES WE HAVE.”

– Amany

AMANY



Amany lives in a makeshift tent in a displacement site in the middle of the Gaza Strip. Her husband was a paramedic, but was killed saving others, and she now lives alone with her children after a dramatic journey of displacement.
The one comfort Amany and other displaced residents share is that they are not alone. ShelterBox, with support from Rotary, and in partnership with MAP and its downstream partner Social Development Forum (SDF), have supported Amany and her community with life saving emergency tents and essential household items.

SHELTERBOX AND SUSTAINABILITY IN 2024

Our environmental focus in 2024 was on setting out our sustainability priorities for 2024-26 and assessing our progress so far.

Compared with 2023, our carbon emissions grew by 20% in 2024. This was largely because of the emissions connected to specific aid items, such as shelter tool kits in the Philippines and clothing in Syria. We provided more of these than in previous years, and the large carbon footprint of steel tool kits and cotton clothing led to the increase in emissions.

This increase shows the challenge of providing shelter in more sustainable ways, and throughout 2024 we also looked at various ways to reduce the environmental impact of our aid.
We partnered with Alpinter and Close Loop Fashion to measure the environmental impact of items like family tents, so we could understand related emissions and how items could be redesigned to reduce their impact on the planet. We also sourced eco-friendly alternatives for our blankets, sleeping mats, water carriers, buckets and tarpaulins. We'll be working these into our aid offering from 2025 onwards.

We also took part in a range of sustainability working groups and seminars set up to reduce emissions across the humanitarian sector and make procurement more sustainable. These included the Climate Action Accelerator group, which conducted a comprehensive assessment of aid items, helping us to measure our emissions more accurately and highlight where change is needed most urgently.

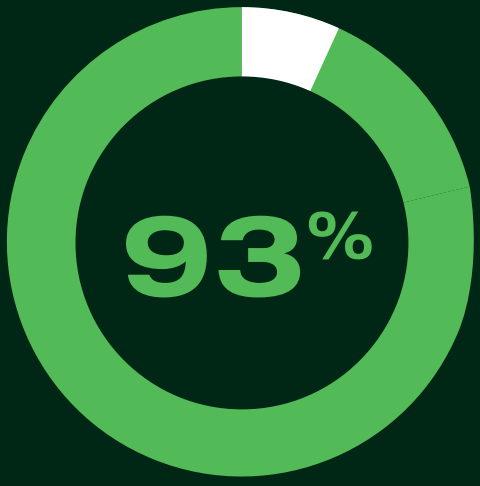
Boosting sustainability in 2024
We switched to 100% renewable energy at our Cornwall HQ in 2024, lowering electricity costs by around 16%. In addition, almost all (93%) of the waste from our HQ is now diverted from landfill.

We ran a full stock audit at our Dubai warehouse, checking for plastic packaging. We developed a Supplier Code of Conduct to make sure suppliers meet our ethical and environmental standards. And we're proud that all of our core aid items will meet the new UN and Red Cross minimal packaging standards.

Freight has been a major contributor to our emissions and remained a focus in 2024. We pre-positioned aid in West and Central Africa for the first time, which will help to reduce future air freight in Africa. We changed our budgeting processes to introduce multi-year planning, making it easier to ship aid in advance by sea, rather than air. By committing to longer-term programmes, we were also able to begin planning our supply chains further in advance, again making freight planning and local procurement more sustainable.

It will always be a balancing act to deliver sustainability and effective shelter aid, but we laid strong foundations for the years to come in 2024 and are committed to reducing our environmental footprint at every possible opportunity.

ALMOST ALL (93%) OF THE WASTE FROM OUR HQ IS NOW DIVERTED FROM LANDFILL.





SOMALIA, DROUGHT

MORE THAN TWO MILLION PEOPLE HAVE FLED INTO NEIGHBOURING COUNTRIES.

Communities supported by ShelterBox and Juba Foundation in Somalia have shown innovation and creativity by transforming old and discarded tarpaulin packaging and plastic bags into mats, vases, baskets, and handbags. Women like Fadumo and Halima make and sell the items to generate income to support their families.

CELEBRATING OUR AMAZING SUPPORTERS

Against a challenging economic backdrop, our community of supporters showed their incredible commitment to ShelterBox's work. So many people went above and beyond to provide lifesaving shelter for families left with little after disaster.

Our mighty fundraisers

There are hundreds of examples we could share here of our community's incredible fundraising achievements – from church lunches and Tent for Lent sponsored litter picks to Rotary members taking on multi-marathon running challenges. But with space limited, we're sharing how two of our supporters took on challenges ahead of their 80th birthdays.

Dorothy Lamb, from Aberdeen, climbed one of the Bennachie hill range peaks to raise funds. "I always used to say to my grandsons that I'd take them up there one day. It became a family joke," she says.

Delia Kennedy, from Devon, completed a 100-mile sponsored walk. "ShelterBox is a charity close to my heart and having found myself in my 80th year I wanted to celebrate my many blessings by showing my support," she said. "It's a marvellous organisation which does valuable and important work in so many of the trouble spots of our world."

We hear so many stories like this each year, and we hope everyone who fundraises for ShelterBox knows what a life-changing difference they make after disasters.

Celebrating our regular givers

The number of people who had previously donated to ShelterBox and became regular donors grew in 2024. This regular income helps us plan for the future, making your donations do more and helping us reach more people in need of lifesaving shelter. We are so grateful to everyone who chooses to support us in this vital way, ensuring we can get shelter to where it's needed the most.

A record year for gifts in wills

Legacy gifts also play a crucial role in helping us plan for tomorrow and take the most effective action today. In 2024, we raised £3.6 million from legacy gifts, £1.56 million more than anticipated.

Susan, from Devon, has been a dedicated ShelterBox supporter since 2008. In 2024, her commitment to helping others continued even after her passing, as she left a generous gift in her will. Susan was driven by a deep sense of community, and it was important to her that the charities she supported reflected her values of compassion and humanity. We would like to thank Susan and every other person who has committed to support ShelterBox in this powerful and personal way.

Another big year for our Book Club

We always say the ShelterBox Book Club is no ordinary book club, and its growth in 2024 suggests our supporters feel the same way. Over 2,500 people now give a monthly gift to ShelterBox and receive a specially chosen book from us every six weeks. This amazing community of readers raised £180,971 for our work in 2024.

As well as welcoming many new members to the club, we attended the Hay Literary Festival to encourage even more people to sign up, and we met many supporters and authors.

We were delighted to offer members an exclusive print run of Before the Queen Falls Asleep by Palestinian author Huzuma Habayeb before it was released. Huzuma also took part in an exclusive Q&A just for our members.



BURKINA FASO, CONFLICT



ShelterBox and HELP Burkina Faso are supporting people with the construction of new emergency shelters and household items.

THE POWER OF PHILANTHROPY AND PARTNERSHIPS

Once again, our loyal community of corporate sponsors, foundations and philanthropists generously supported ShelterBox in 2024 – investing £2.2 million in our lifesaving work. The many highlights we want to celebrate include:

The growth of our alliance with the insurance industry. This included partnerships with Arch Insurance, Liberty Speciality Markets and Tokio Marine Kiln. The most vulnerable communities are often beyond the reach of traditional insurance. Together, we provide essential humanitarian aid when disaster strikes, acting as vital support for those that cannot access insurance.

New companies joining our community, including the L'Oréal Climate Emergency Fund, whose support is helping us reach more people who are most vulnerable to the climate crisis.

Committed support for complex and long-term crises, including donations of over £300,000 to our work in Somalia and over £350,000 in conflict zones such as Gaza and Lebanon.

We are hugely grateful to all of our funders for sharing our vision of a world where no one is without shelter after disaster.

HOW ROTARY HELPS US GO FURTHER

Rotary members have stood side-by-side with ShelterBox since our very beginning. Again in 2024 they made a critical contribution to our work, not only through generous fundraising but by enabling and enhancing our emergency responses around the world.

Thanks to Rotary International's long-term commitment to ShelterBox, in 2024 we were able to work faster and more effectively with communities after disasters. In the early stages of a crisis, local Rotary club members provided first-hand local knowledge, key contacts, logistical help and links into communities. This relationship makes so much of our work possible. We can't overstate what it means to have Rotary on our team as we respond to disasters together worldwide.

In the Middle East, our partnership with Rotary was vital as we transported aid items into Jordan and on into Gaza, also working with the Jordanian Hashemite Charity Organisation (JCHO). JCHO managed the transfer of aid through Jordan, and our Rotary contacts helped us build links with JCHO and secure warehouse space to store our aid.

After Hurricane Beryl hit the Caribbean in July, we partnered with Rotary to reach remote communities on the islands of Grenada. Rotarians hired a light aircraft to fly over affected areas and assess the level of damage, playing a central role as we planned our response. They also helped us quickly build contacts with local communities and disaster management organisations. As a result, we supported more than 600 families with tents, mosquito nets, kitchen sets and solar lights.

In Ethiopia it was members of Rotaract – Rotary International's youth programme – who strengthened our response as we supported 38,500 people displaced by severe drought and conflict.

Following training by ShelterBox staff, volunteers from Rotaract helped to coordinate our distribution of essential items and delivered aid to people unable to travel to collect aid.

We would like to say a heartfelt thank you to everyone connected with Rotary International for sharing our belief that shelter is the foundation for life.

"The longstanding partnership between ShelterBox and Rotary International is truly a testament to what can be achieved when organisations align their missions for the greater good. This collaboration has not only enhanced our ability to respond swiftly to disasters but has also created a powerful network of support that spans the globe." – PDG Bashar Sh. Haddad, part of the Rotary coordinating team in Jordan



During distributions in the Afar region of Ethiopia, ShelterBox and International Organization for Migration (IOM) were joined by local Rotaract volunteers.

GRENADA, HURRICANE

"I GOT THE TENT, WHICH I LOVE, SO BAD. I LOVE IT, I LOVE IT, LOVE IT, LOVE IT. I GOT THIS TENT, PLUS EVERYTHING INSIDE A BAG. THE MOSQUITO NET, THE LIGHT – ESPECIALLY THE LIGHT."

– Lucy

LUCY



Lucy lives on Carriacou with her family. Lucy lost the entire roof of her house and most of the partitioned walls. She was provided with a tent and emergency aid items so they could stay and rebuild their home.

HOW WE FUNDRAISE

Our supporter promise is built on one guiding truth – giving to ShelterBox should always be a positive experience. We worked every day in 2024 to make sure that was the case.

At ShelterBox, we're committed to fundraising in a way that is legal, transparent, honest and respectful.

That's why we created our supporter promise. It sets out what everyone can expect from us:

- We will value every gift and interaction
- We understand that every donation is someone's decision, and we will never pressure anyone to donate
- We will acknowledge and thank people for donations
- We will always use respectful and dignified language and images
- We will be open and transparent
- We will learn from our mistakes
- We will help supporters find the right balance, so no one feels overwhelmed by our updates
- We will respect supporters' privacy
- We will not engage with partnerships that undermine our position
- We will be compliant with all related laws, practices and standards

In 2024, this promise guided our work as we raised funds from individuals, groups and partner organisations. We fundraised on TV, radio, digital channels, in print media, through mail and using outdoor advertising.

We also received gifts in wills, which you can read more about on page 24. And we let supporters know how they are providing shelter after disaster through updates by mail, email and over the phone.

Complaints and compliance

We received five complaints related to fundraising in 2024, having received 105,576 donations. We always seek to learn from any negative feedback, responding in ways that uphold our values and working closely with our fundraising and fulfilment partners to ensure we are all working to the highest standards.

Our Procurement Policy also ensures we review our partners regularly and receive value for money. We monitor our fundraising partners' performance, including through call listening and spot checks. Our Adults at Risk Policy guides how we identify and protect supporters who may be in vulnerable circumstances, need additional support or may not have capacity to make the decision to donate.

We raise funds through several different channels: individual giving, foundations, trusts, corporates, legacies and overseas affiliates as well as supporting community events run by volunteers and fundraising through the Rotary network. We do not participate in face to face fundraising and undertake limited telemarketing through commercial providers.

We are registered with the Fundraising Regulator and work to the Code of Fundraising Practice. We have no known instances of failure to comply with this regulator.

We utilise volunteers all of whom undertake an induction and are monitored through a Volunteer Manager which is a dedicated paid employee position.

We utilise commercial 3rd parties for fundraising to a limited extent, notably telemarketing and some overflow telephone support for our donors. We have engaged these services through extensive procurement processes and implement contracts developed or reviewed by our in house qualified legal team and task fundraising managers with monitoring performance against contractual obligations.

Our Adults at Risk Policy outlines how we identify and protect supporters who may be in vulnerable circumstances, may need additional support to make an informed decision, or may not have the capacity to make the decision to donate.



RYAN'S COOKIE BOX

Ryan, 30, has been fundraising for different charities since he was 20. With the unwavering support of his mum, sister, and loyal customers, he's been baking cakes and creating homemade jams to sell in the honesty box outside his house.

Over the last decade, he's raised an astonishing £80,000 for charity. For the first three months of 2025, he's been donating proceeds to ShelterBox.

"RYAN LIKES TO SEE PEOPLE ENJOYING HIS BAKING. MOST IMPORTANTLY, HE SEES HIS JOB AS BEING TO HELP PEOPLE, AND HE DOESN'T MAKE A FUSS ABOUT IT."

- Hazel, Ryan's mum



Ryan with his cookie box

OUR AMAZING INTERNATIONAL AFFILIATES



Across the globe in 2024, our international affiliates fundraised in a huge range of incredible ways, united by their passion and a vital shared vision – no one without shelter after disaster.

The variety and innovation of our affiliates was on full show in 2024, as we worked together to bring shelter – the foundation for life – to people across the world.

In the USA, highlights included the Annual Benefit Dinner at Birnam Wood Golf Club in Santa Barbara, where guests heard first-hand accounts of disaster responses from the ShelterBox team. This single event raised over $650,000.

In Canada, the Giving Tuesday appeal was the most successful yet, raising $125,000 CAD – double the amount raised in 2023, and $40,000 above the team's initial goal. It was a similar story in Australia, where Giving Day was also the most successful ever for ShelterBox in the country, raising $300,000 AUD.

In Sweden, the team created a new ShelterBox Exhibition virtual reality product, showcasing our work in a groundbreaking new way at Rotary meetings and conferences. In Finland, the team launched a new online platform to sell and promote charity gifts. Whenever there is an original way to raise funds and awareness, our affiliates are always ready to make it work.

Our tents were also proudly on display at the Rotary European Summit in Bonn, where ShelterBox Germany staff built connections with Rotarians from across the country. Colleagues and volunteers from around the world also came together to share insights, hear strategic updates and celebrate successes at our annual International Fundraising Conference – a highlight of any year.

Finally, one unhappy development in 2024 was the closure of ShelterBox Norway, after the team struggled to recruit new volunteers to lead the organisation forward. We are deeply saddened by this news and would like to thank everyone who has been part of ShelterBox Norway over the years for your dedication and passion.

CONNECTING SUPPORTERS WITH OUR WORK

Throughout 2024, we gathered stories, photographs and videos from our emergency responses worldwide. Wherever possible, this was done in collaboration with communities, as we always seek to share stories with people, never simply about people.

You can read on page 18 about our storytelling co-creation project in Cameroon. In Malawi, we also worked with our partner CARE Malawi to shape stories guided by the communities we supported with after the year's devastating floods.

We made videos to bring supporters closer to how we work. These included our 'Going Beyond the Box' film – which shows how our aid has evolved over the years – and explainer films showing why we pre-position essential items around the world, how the Red Sea crisis is affecting global logistics, and how we work with partners worldwide.

Our strong content helped us reach 18.5 million people online in 2024. Our combined online engagement was two million – a 46% increase. And while the social media landscape is changing, more and more people came to us from social media such as YouTube and Instagram. In the news media, our stories were seen by millions, with a total of 1,860 pieces of UK media coverage, including 91 interviews with ShelterBox spokespeople.

We were proud to launch our new website in 2024 too, and improvements for people using the site were seen quickly. Direct traffic increased 107% during the last quarter of 2024, compared with the same period in the previous year. The site is another vital tool as we seek to keep growing and empowering our community.

Commemorating the Boxing Day Tsunami

On the 20th anniversary of the Indian Ocean Tsunami, we shared stories from staff and volunteers who were part of the response – which was the largest in our history at the time. News outlets from BBC Breakfast to the Mail Online shared the stories across over 400 pieces of coverage.

Rethinking Disasters

We reached more than 90,000 people as we sought to change how disasters are seen in 2024. Our Rethink Disasters campaign hoped to show how climate change is impacting the people we support. We want people to recognise that storms, earthquakes and floods do not have to lead to disasters – but too often they do because of a lack of resources for preparation and effective rebuilding after previous extreme weather. Through films and online activity, we showed the wide-ranging causes of disasters – and encouraged viewers to join us in calling for a coordinated, informed response.

Partnering with famous friends

We are privileged to have a community of celebrities who help us by openly supporting our work. In particular, we owe Dame Judi Dench and Sir Stephen Fry a huge thank you for their kind support in 2024.

Dame Judi brought her signature wit to a 30-second film encouraging people to give meaningful Christmas gifts. In the film, Dame Judi sneaks downstairs on Christmas morning to open presents, only to be baffled by a series of unsuitable gifts, including skimpy red underwear. The message? Instead of buying gifts that may not hit the mark, why not give to ShelterBox and be certain your kindness will change lives?

Sir Stephen Fry also recorded a charming message encouraging people to join our Book Club. Seeing as memberships grew throughout 2024, he was not alone in considering the club worth shouting about.

FINANCIAL SUMMARY

In 2024, £20.1m was donated by our generous supporters all over the world.

While £20.1m is a reduction on the previous year, our income in 2023 was an all-time record for ShelterBox, largely due to support following the Türkiye/Syria earthquake. This meant that some reduction in income was to be expected.

We also set a deliberate deficit budget for 2024 to spend down on reserves. This means our expenditure exceeded our income for the year at £22.6m, resulting in the planned deficit of £2.2m. Of that spend, £18.7m or 83% was spent on charitable activities, the same as in 2023.

We spent the remaining 17% to support our fundraising. To avoid short-term annual swings in this measure, we report our charitable expenditure ratio as an average of the previous three years. At the end of 2024, this would equate to 83% of our income spent on charitable activities.

Thank you to our supporters

Your generous support helped us reach 277,820 people across 17 countries and territories in 2024. We are proud of our continued ability to deliver in the hardest-to-reach places. Once example of this is our response in Gaza – One of the most dangerous places in the world. We were able to deliver aid in extremely challenging circumstances, thanks to our incredible partners.

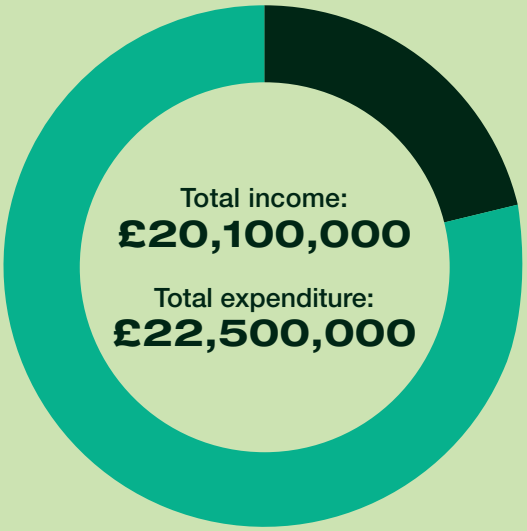
Raising income

Our income was slightly behind budget as our fundraising reduced against the record years of 2022 and 2023. However, we benefit from having a diverse income portfolio. We raise income from multiple sources in the UK, from 13 international affiliates, and from significant contributions from individual Rotary members across the world. We are extremely grateful to all supporters from many different walks of life. This diversity can help us absorb changes in the fundraising landscape.

Our income was also buoyed during 2024 by fundraising campaigns in response to Hurricane Beryl in the Caribbean.

17%

Expenditure on raising funds: £3.9m



83%

Expenditure on charitable activities: £18.7m

Reserves

The trustees of ShelterBox have a Reserves Policy which requires total reserves to be a minimum of £12m. This £12m consists of a target of £5.5 million free reserves to accommodate the charity's risks and to act as a safety buffer against economic downturn, a £4.5m million designated fund to ensure we have working capital to continually replenish stock and £2.0 million that represents short term cash requirements and fixed assets.

Our deliberate net deficit in 2024 of £2.2m helped reduce our reserves in the year from £23.3 to £21.2. However, we still have some work to do to get those reserves back to our target level of £12m. As such, we have set deficit budgets for both 2025 and 2026. Our reserves grew as a result of record fundraising years in 2022 and 2023 and we continue to spend down those funds.

At the end of 2024, total reserves were £21.2m of which £2.8m was restricted and £18.4m unrestricted. £5.1m of this unrestricted balance was designated to cover stock requirements

and fixed assets, £1.1m is committed to future contracted purchases, leaving free reserves of £12.2m. Reserves are used to provide protection to the charity against economic downturn, to provide cash liquidity to cover short term fluctuations in cash holdings and to provide working capital to purchase stock. Stock is described in more detail below.

The Board of Trustees at ShelterBox made a deliberate choice to reduce our reserves target from £13.8m to £12m during 2024 to free up funds to spend on charitable activities.

Stock
A significant part of our reserves is made up of stock holdings - emergency shelter items stored in 'hubs' or warehouses in locations around the world. These are maintained so that we can respond at scale more efficiently anywhere in the world. Without these stock hubs, any emergency response would take longer to implement, as we would be forced to procure aid items and organise freight around the world. Using a network of warehouses allows us to respond more efficiently.

Responsiveness comes at a cost, and we ring fence or 'designate' part of our reserves – currently targeted at £4.5m – to ensure we can fund the purchase of stock in advance. At the end of 2024, stock levels stood at £4.9m – slightly ahead of our stated target of £4.5m. This was largely due to holding stock in the Philippines but responding fewer times than expected in the country during the year. We have also been holding some stock due to difficulties delivering aid into Gaza.

Grants
We paid £7.03m in grants to partners overseas during 2024, up from £5.8m in 2023. This represents our ongoing commitment to ensuring partners receive funds directly to support programming and responses in their communities. Working in partnership with organisations that share our mission is a key part of our strategy, allowing us to do more, do it well and do it together.

Our partners help provide support to communities in some of the most remote and dangerous conflict zones around the world.
As part of its overall Reserves Policy, the charity aims to hold at least £5.5m in long term investments. During 2024, this investment averaged £5.8m. These investments are managed by a professional third party investment manager. The performance target is CPI + 4% which would have equated to 7.5% during 2024. The investments actually returned 8.2% during 2024.

The current outlook
At the time of writing, the global financial environment for humanitarian organisations has never been more challenging. We are seeing unprecedented cuts to government funding across the globe.

ShelterBox does not receive government funding, so we have no direct exposure to this downturn. However, the market will become more competitive as humanitarian organisations all try and access a smaller pot of funding. The continued generosity of our supporters will be vital to offset some of these global government policy changes.

Our reserves stand us in good stead financially in this context, as a result of record fundraising years in 2022 and 2023. In fact, we will be setting another deliberate deficit budget in 2025 to ensure we maximise our charitable spend and reduce our reserves.

As income levels fall globally, ShelterBox will not be immune from making cost savings and we are determined to remain efficient. We have already put cost savings in place to ensure we remain financially strong and sustainable into 2025 and beyond.

Going Concern
In spite of challenges in the global fundraising environment, ShelterBox is in good financial health and currently holds reserves in excess of our minimum reserves policy requirement and therefore the charity is confident that these accounts should and have been prepared on a going concern basis.

Conclusion
ShelterBox is a financially sustainable organisation with 24 years of successful operations. Our strength is, however, dependent on the generosity of our supporters.
Your continued support will become ever more vital as we enter a financial future made uncertain by changes to global funding deals.

SUPPORTING OUR PEOPLE

Here for our staff

Highlights of our work for staff in 2024 included launching our Personal Growth Plan process and supporting managers to improve discussions around objectives, development and feedback. With this increased focus on staff support, we were happy to see improved scores in the annual staff survey.

We also launched a new HR system, streamlining processes at every stage of recruitment and employment. We continued to support staff wellbeing, training more Mental Health First Aiders and running a range of initiatives, awareness weeks, social events and collaboration sessions.

Here for our volunteers

Volunteers play a critical role in helping us reach more people more effectively, and we're determined to help everyone who volunteers for us to have the best experience possible.

In 2024, to help this happen, we:

- Developed a range of volunteer inclusion initiatives and began supporting affiliates to do the same.
- Piloted our first work experience placements for school students.
- Held our second-annual volunteer conference at our Cornwall HQ, combined with our international fundraising conference.
- Launched our in-person refresher training for ShelterBox Response Team (SRT) volunteers and set up an SRT working group.

Our first work experience placements for students from schools across Cornwall offered the opportunity to understand what it's like to work in the humanitarian sector and the different types of roles and work involved. We are looking forward to running this again in 2025.

We were delighted that initiatives like these contributed to 94% of volunteers saying they would recommend ShelterBox as a charity to support.

We also must send our heartfelt thanks to ShelterBox's board members, who are volunteers and share their vast experience and knowledge to help us keep moving forward.

Here for equality, diversity and inclusion (EDI)

We want ShelterBox to be a place where everyone feels supported to thrive. To this end, in 2024 we:

- Implemented organisation-wide training about bullying and harassment.
- Worked with our brand and content team to improve how we share the voices and stories of the people we support.
- Held an EDI workshop at our volunteer and international fundraising conference.
- Set up an anonymous feedback process to help us respond to any concerns related to EDI.
- Put EDI learning from our annual surveys into practice and refreshed our EDI action plan to make sure it links closely with our strategy.

Here for safeguarding

Throughout 2024, we continued to prioritise safeguarding everywhere we work, including through our standardised feedback and complaint response procedures, which were developed with our partners. We also worked with partners to improve their complaints procedures. Looking to the future, our focus now is on improving partner response times and monitoring mechanisms, and putting safeguarding at the heart of every project design.

Here for learning

In 2024, our learning and development team delivered more than 50 courses to colleagues, volunteers, donors and partners. Alongside our usual pre-deployment, induction and compliance training, we also redesigned and began delivering new shelter technical training. Designed with Arup, it teaches participants about structural terminology, materials, bracing techniques, connections and foundations, and provides the opportunity to build an emergency shelter.

We also supported staff with training on conversations around personal growth and giving effective feedback. And we ran a range of additional training on areas including crisis communications and media interviews.

SOMALIA, DROUGHT

As we worked to keep increasing our impact worldwide, we ran more training to help our partners build their own skills and capacity. In 2024, we worked with partners in Cameroon, Somalia and Ethiopia, running training on safeguarding, vicarious trauma, safety and security, and supply chains. We're proud to work alongside partners to identify areas where we can learn from each other, and to then work towards those goals through the delivery of learning.



In Somalia, ShelterBox is working with Juba Foundation to support thousands of people affected by drought, floods, or conflict.

OUR PRIORITIES FOR 2025

Our five-year strategy sets out the organisation we want to be in 10+ years and the roadmap needed for the period until 2027. It helps us deliver on our mission in the most effective way. We have a range of exciting work planned for 2025 to help deliver on our strategy. During 2025, we will:

DO MORE

We will…

- Continue completing in-depth country reviews with local partners, to make sure we are delivering on our international programmes strategy and increasing our impact.
- Continue to raise income in more ways, to help deliver on our international fundraising strategy and encourage international companies to invest in ShelterBox.
- Continue using the expertise of our Philanthropy Advisory Board to increase awareness of ShelterBox and drive support.

DO IT TOGETHER

We will…

- Continue to focus on improving sustainability, including by distributing eco-friendly alternatives for five core household items.
- Increase the breadth of the aid we offer by providing more households with cash and vouchers to spend on the items and services they need most.
- Complete our business systems transformation programme, to bring together our core systems and work more efficiently.

DO IT WELL

We will…

- Listen to the communities we work with and amplify people's voices, through strategic partnerships focused on storytelling.
- Continue with country-specific assessments, including our work on preparedness and prepositioning essential shelter items where they are most likely to be needed.
- Put Equality, Diversity and Inclusion (EDI) at the heart of ShelterBox, by delivering on our EDI action plan and following our three guiding principles – educate, embed and engage.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Principal risks and uncertainties
ShelterBox is exposed to a range of risks and operates in high-risk environments. The board of trustees is responsible for risk management within ShelterBox. While it is not possible to eliminate risk, the board has adopted a risk management framework and a risk appetite statement.

The risk management process is used to identify, assess, monitor, mitigate and report on risk and makes use of risk registers. Risks are identified within individual teams, and the executive team identifies those risks that are included on the Corporate Risk Register. The Corporate Risk Register is reviewed on a quarterly basis by the board and the People and Risk Committee. The ShelterBox board monitors internal controls and procedures, along with the effectiveness of these controls, and has recently employed an internal auditor. The board also monitors the independence of our external auditors with reference to common practice and sector guidance.

Major risks
The main risks identified, and the measures taken to mitigate them, are:

Global economic risk: The global economic landscape is subject to increased volatility and uncertainty. Geopolitical tensions have increased due to new tariffs and trade wars, as well as state-based armed conflicts. All of these have had a significant impact on international trade and investment. In addition, more frequent and extreme weather events are impacting supply chains and economic stability. These factors impact both the cost of providing aid, our ability to fundraise and the ability of individual and corporate donors to support our work.

Mitigation: Key focus areas include monitoring revenue and costs and organising monthly meetings of global fundraising leadership teams. We have also placed additional focus on retaining existing supporters and further developing income streams less likely to be impacted. A diversified supply chain, with multiple international suppliers based across the globe, also helps to mitigate sudden shocks in a particular market or supply route.

Geopolitical risk: Ongoing conflicts continue to disrupt energy supplies, elevate inflation rates and impact international trade routes. This results in increased costs, restricted access to areas and risks to supply chains – including disruption to global or regional logistics, which can impair ShelterBox's capacity to deliver aid in a timely manner.

Mitigation: We continue to monitor the security situation in relevant countries, including through the use of multiple sources of security information. We have also enhanced safety and security planning, and liaise closely with partners, freight forwarders and suppliers to allow for longer lead times and diversification of suppliers – including regional and national suppliers – to reduce shipping requirements.

Business Systems Transformation risk: ShelterBox is working to enhance our core systems through a Business Systems Transformation project (BST). Failure to achieve the expected enhancements may impact our future ability to work efficiently.

Mitigation: Thorough, dedicated project managers and adequate resourcing are helping this process to run smoothly while continuing with business as usual. Two of the core systems have now successfully been transitioned, with the remainder due to complete in 2025.

Financial risk: Severe cuts to USAID and reduction in funding from other governments is having a major financial impact on the aid sector. While ShelterBox did not receive direct funding from USAID, FCDO or similar agencies, this sudden and unexpected change in funding for other charities will result in greater competition for other major donors. This, together with continued pressure on the global economic forecast, has the potential to cause a reduction in income and/or an increase in costs, impacting our ability to achieve our objectives.

Mitigation: We continue to work on diversifying our income sources, developing our fundraising capacity and improving budgeting, forecasting and monthly reporting on income and expenditure.

...STRUCTURE, GOVERNANCE AND MANAGEMENT CONTINUED

We monitor our actual and forecasted financial performance continuously and maintain adequate financial reserves. We are reviewing ShelterBox priorities to improve financial resilience.

Safety and security risk: Due to geopolitical tensions, there is an elevated risk of a serious operational incident impacting the safety or security of our staff, partners or the people we work for.

Mitigation: We have developed a comprehensive safety and security handbook, which covers travel management and support, operations and programme security, security awareness and capacity building, and crisis management. International security and medical assistance services are available to our teams globally on a 24/7 basis. We have reviewed and updated our response team training, safety and security planning, deployment evaluations, enhanced risk assessments and critical incident management planning and training. In addition, we have a crisis management plan and carry out training and scenarios to continually develop our ability to deal with an incident.

Safeguarding risk: A safeguarding incident involving the people we serve, volunteers or staff.

Mitigation: We conduct background checks on all relevant staff. An organisational Safeguarding Policy is in place, regularly reviewed and updated, alongside mandatory training for volunteers and staff and additional training for safeguarding leads. A safeguarding specialist is employed to oversee safeguarding issues within ShelterBox, keep our policy, procedures and training under review, and assist with due diligence on partners. We also work with partners and local communities to provide an effective mechanism for staff, volunteers, partners and members of the local community to raise any safeguarding concerns and include details of our complaints and feedback mechanism and whistleblower channels.

Operational risk: We fail to protect ShelterBox against fraud or corruption.

Mitigation: Our finance manual, operational policies, Anti-Money Laundering and Counterterrorist Financing Policy, and Anti-Bribery and Corruption Policy include procedures to reduce the risk of financial crime. In addition to the policies, mandatory training is conducted by staff on anti-bribery and anti-money laundering to ensure knowledge is held across the organisation. Sanctions checks and due diligence are conducted on all partners and suppliers with a particular focus on finance and procurement policies. Our Whistleblower Policy is regularly reviewed and updated.

Cyber risk: A serious data breach or cybersecurity incident occurs.

Mitigation: We have established a cybersecurity working group to raise awareness of this risk and monitor and reduce our exposure to cyber threats. We have also improved our policies and procedures on this issue, increased our security controls, and use phishing tests and provide mandatory staff training on data protection and cybersecurity. We regularly review and enhance the tools and processes put in place to identify and attempt to block active threats, to keep pace with new and emerging threats. And we have adopted processes to isolate and contain any successful attacks and reduce their impact.

Reputational risk: Reputational damage, leading to a loss of stakeholder support and income.

Mitigation: Our response to this risk includes the adoption of, and adherence to, clear values, as well as operating to internationally recognised humanitarian standards and complying with a code of conduct and ethical fundraising guidelines. Policies across the organisation are also reviewed for effectiveness and updated as required, including those dealing with safeguarding, whistleblowing, complaints and data protection, and we provide training for volunteers and staff. In addition, we carry out due diligence on suppliers and partners and implement monitoring and evaluation of our programmes.

People risk: Management of change, resourcing, staff turnover and staff wellbeing.

Mitigation: We use employee engagement surveys to identify any areas for improvement.





Due to the conflict in Sudan, eastern Chad is hosting hundreds of thousands of people fleeing Sudan who have crossed the border to seek refuge.

We have a pay progression framework and introduced a revised personal development process in 2024, and offer additional training and development for staff, as well as management training. We also have a continued focus on staff wellbeing, as well as specialist support for equality, diversity, and inclusion developments.

Regulatory risk: Increased complexity of legal and regulatory requirements.

Mitigation: We keep our policies and procedures under review for effectiveness and updated as required. We also run enhanced compliance training across several areas, including safeguarding, Gift Aid, the fundraising code and data protection. We have introduced increased oversight of fundraising compliance risks, as well as continuously developing our safeguarding, EDI and data protection processes.

STRUCTURE

ShelterBox is a registered charity and a company limited by guarantee.

It is governed in accordance with its Articles of Association, which also set out its objects and powers. Each trustee member of the charitable company undertakes to contribute £1 in the event of the company being wound up. There were 11 members as of 31 December 2024, each of whom was also a trustee; they have no beneficial interest in the company. The company number is 4612652 and the charity number is 1096479.

ShelterBox is governed by a board of volunteer trustees. The board is responsible for providing overall policy direction and for overseeing the management of the charity's affairs in accordance with its mission. The board is also responsible for compliance with UK charity and company statutory requirements.

Trustees are appointed, elected or re-elected for a fixed term in accordance with the Articles of Association. New trustees participate in an induction programme, covering all aspects of the role and the organisation, while trustee training and development is provided at quarterly board meetings. Trustees also attend occasional external conferences. The board continually monitors its composition and effectiveness of decision-making. The trustees then delegate the day-to-day running of the organisation to the chief executive and executive team.

Designated trustees and managers serve on committees, which meet quarterly and have terms of reference approved by the board. There are currently three committees, the Finance and Fundraising Committee, the Programme Delivery and Quality Committee, and the People and Risk Committee. The decisions made by the trustees are predominantly at a strategic level, whilst the committees provide further scrutiny within their respective areas.

A wholly owned subsidiary, ShelterBox Trading Limited, undertakes certain trading activities relating to ShelterBox. ShelterBox Operations Philippines, Inc. (SBOP) is a non-stock, nonprofit company registered in the Philippines and undertakes charitable activity in the Philippines. SBOP is deemed a subsidiary by virtue of ShelterBox Trust and senior employees of ShelterBox Trust comprising the majority of the members of the company.

Public benefit
As a charity, we have a duty to operate for the public benefit. We do this by undertaking activities designed to meet our charitable objectives of providing, on a worldwide basis, humanitarian relief, aid and assistance for the benefit of people in charitable need affected by, or vulnerable to, disaster or other events, particularly by providing shelter. Please see the "Who we are, what we do" section on Pg 8 above and the review of our strategy in the "Delivering on our strategic objectives" section at pg 18 above for details of how we deliver a public benefit. The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Volunteers and staff
Hundreds of volunteers have continued to help this year, including fundraising, administration and speaking at events. Due to the scale and variety of work carried out by volunteers, it is not practical to attach a value to this contribution.

Key management salaries are benchmarked against similar roles in the sector and set within permitted bands in accordance with the ShelterBox pay structure.

Structure disclosure to auditor
The trustees in office at the date of approval of this Trustees' Annual Report confirm that, so far as they are each aware, there is no relevant audit information of which the charity's auditor is unaware and each trustee has taken all the steps they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

in respect of the Trustees' Annual Report and the financial statements

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

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

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

select suitable accounting policies and then apply them consistently; observe the methods and principles in The Charities Statement of Recommended Practice (SORP);

make judgments and estimates that are reasonable and prudent;

state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution.

They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and provisions of the charity's constitution. They are also responsible for signing off approval of both the annual and strategic report



LEO SKYNER
Hon. Treasurer

Date: 16 September 2025.

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

James Sinclair Taylor (Chair), (left June 2025)

Claire Goudsmit (Vice Chair)

Leo Skyner (Hon. Treasurer)

Yinka Babalola

Steven Horan

George Pennock

Matthew Carter (appointed December 2024)

Ginny Fox (appointed December 2024)

Srikaran Srivivekanandarajah (appointed December 2024)

Penny Richards (appointed June 2024, left February 2025)

Rowan Johnson (left March 2024)

William Decker (left April 2024)

Michelle Jeuken (left February 2025)

Executive team

Chief Executive Officer, Sanj Srikanthan

Chief Operating Officer, Natasha Eden (started April 2024, resigned May 2025)

Director of International Programmes, Euan Crawshaw

Director of Finance, Michael Collins

Director of Fundraising and Communications, Lisa McCormack (started February 2024, left July 2025)

Director of People, Ruth Evans (left March 2025)

Interim Director of Fundraising and Communications (job share), Alice Byron (May 2023 to March 2024), Michelle Saxby-Jane (August 2023 to March 2024)

Auditor
Crowe U.K. LLP
4th Floor
St James House
St James Square
Cheltenham
GL50 3PR

Registered office and Principal office
Falcon House
Charles Street
Truro
TR1 2PH

Company number
4612652

Charity number
1096479

Legal advisers
Foot Anstey LLP
Senate Court
Southernhay Gardens
Exeter
EX1 1NT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SHELTERBOX TRUST

Opinion

We have audited the financial statements of Shelterbox Trust ('the charitable company') and its subsidiaries ('the group') for the year ended 31 December 2024 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2024 and of the group's income and expenditure, for the year then ended;

have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our auditthe information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SHELTERBOX TRUST

prepared is consistent with the financial statements; and

the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

adequate and proper accounting records have not been kept; or

the financial statements are not in agreement with the accounting records and returns; or

certain disclosures of trustees' remuneration specified by law are not made; or

we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 41, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable

company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and The Charities Act 2011 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were Charity Commission regulations, General Data Protection regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation and Employment legislation. We also considered compliance with local legislation for the group's overseas operations.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy income, grant income and affiliate income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over legacy income, grant income and affiliate income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



TARA WESTCOTT
Senior Statutory Auditor

For and on behalf of
Crowe U.K. LLP
Statutory Auditor
St James House, St James Square, Cheltenham, GL50 3PR

Date: 18/09/2025

FINANCIAL STATEMENTS

Consolidated Statement of Financial Activities for the year ended 31 December 2024

	Note	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total funds 2024 £000	Unrestricted funds 2023 £000	Restricted funds 2023 £000	Total funds 2023 £000
INCOME FROM							
Donations and legacies	2	9,868	8,996	18,864	12,713	12,352	25,065
Charitable activities		-	483	483	-	494	494
Other trading activities		158	-	158	164	-	164
Investments	3	598	-	598	423	-	423
Other income		25	-	25	6	-	6
TOTAL INCOME		10,649	9,479	20,128	13,306	12,846	26,152
EXPENDITURE ON							
Raising funds		3,904	-	3,903	3,765	90	3,855
Charitable activities		8,337	10,330	18,667	2,979	16,230	19,209
TOTAL EXPENDITURE	4	12,240	10,330	22,570	6,744	16,320	23,064
Unrealised (gains)/losses on investments	10	(232)	-	(232)	(115)	-	(115)
Net movement in funds		(1,359)	(851)	(2,210)	6,677	(3,474)	3,203
RECONCILIATION OF FUNDS							
Total funds brought forward		19,775	3,622	23,397	13,098	7,096	20,194
Net movement in funds	15	(1,359)	(851)	(2,210)	6,677	(3,474)	3,203
TOTAL FUNDS CARRIED FORWARD		18,416	2,771	21,187	19,775	3,622	23,397

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure are derived from continuing operations..

The notes on pages 49 to 67 form part of these financial statements.

Company number 4612652

Charity number 1096479

Balance Sheets as of 31 December 2024

	Note	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
FIXED ASSETS					
Intangible Assets	9	467	-	467	-
Tangible assets	9	97	103	76	93
Investments	10	5,956	5,724	5,957	5,725
TOTAL FIXED ASSETS		6,520	5,827	6,500	5,818
CURRENT ASSETS					
Stocks	11	4,929	4,379	4,426	3,745
Debtors	12	5,399	2,429	5,419	2,402
Short term deposits	13	4,104	10,236	4,104	10,236
Cash at bank and in hand	13	1,089	2,608	902	2,443
TOTAL CURRENT ASSETS		15,521	19,652	14,851	18,826
Creditors: amounts falling due within one year	14	(853)	(2,082)	(835)	(2,072)
NET CURRENT ASSETS		14,668	17,570	14,016	16,754
NET ASSETS		21,188	23,397	20,516	22,572
CHARITY FUNDS					
Restricted funds	15	2,772	3,622	2,772	3,622
Unrestricted funds - designated	15	5,064	5,589	5,064	5,589
Unrestricted funds - general	15	13,352	14,186	12,680	13,361
TOTAL FUNDS		21,188	23,397	20,516	22,572

Net movement in funds for the parent charity was a loss of £2,056,000 (2023 gain of £3,087,000)

The financial statements were approved and authorised for issue by the Trustees on 16 September 2025 and signed on their behalf by:





Claire Goudsmit – Chair

Leo Skyner – Hon. Treasurer

The notes on pages 49 to 67 form part of these financial statements.

Company number: 4612652

FINANCIAL STATEMENTS

Consolidated Cash Flow Statement for the year ended 31 December 2024

	Note	2024 £000	2023 £000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash used in operating activities	17	(7,734)	4,106
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interests and rents from investments		598	423
Purchase of tangible fixed assets		(515)	(61)
NET CASH PROVIDED BY INVESTING ACTIVITIES		83	362
Change in cash and cash equivalents in the year		(7,651)	4,468
Cash and cash equivalents at the beginning of the year		12,844	14,100
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	13	5,193	18,568

ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice, Accounting and Reporting by charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) effective 1 January 2019, the Companies Act 2006 and accounting standards. The financial statements are prepared in pound sterling which is the functional currency of the charity and group and rounded to the nearest £000.

ShelterBox Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

ShelterBox Trust is an incorporated company limited by guarantee in the United Kingdom (Company number 4612652) and is a registered charity in England and Wales (Charity number 1096479). ShelterBox Trust's registered office is Falcon House, Charles Street, Truro, TR1 2PH.

These financial statements include the results of the charity together with the results of all of the charity's subsidiaries including those overseas.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements. See note 21 for details of the parent charity results for the year.

1.2 Going concern

The financial statements have been prepared on a going concern basis which the Trustees consider to be appropriate for the following reasons.

The two prior years of 2022 and 2023 represented all time records for the charity in terms of income raised. Whilst 2024 showed an understandable drop in income against these record highs, the year still showed strong income raising performance. This continued strong income performance leaves our year end reserves materially in excess of our minimum desired level of reserves and therefore represents a very strong going concern. In fact, we intend to set a deliberate deficit budget in 2025 in order to spend down these reserves as we do not want to be carrying excess reserves.

Consequently, the Trustees are confident that the Group and the charity will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements.

1.3 Fund accounting

Unrestricted funds are the funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds which have been set aside by the Trustees for particular purposes.

Restricted funds are funds which are to be used for specific purposes laid down by the donor. The costs of raising and administering such funds are charged to the funds.

1.4 Income

Income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, receipt is virtually certain and the amount can be measured with reasonable certainty. Income is only deferred where the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period. The specific policies adopted in relation to the main categories of income are as follows:

- Donations and grants, including from ShelterBox affiliate organisations, are recognised in the period in which they are receivable. Income from grants are recognised only when the charity had entitlement to the funds and it is probable that any conditions can be met. Entitlement to legacies is treated as arising once notification of probate is received from executors and the value can be measured reliably which measurement is based on the receipt of a copy of will and a statement of assets and liabilities from the executor.
- Gifts in kind, such as donated transport, are recognised where the benefit is quantifiable and the cost is borne by a third party. An equivalent amount is recognised as expenditure within the

statement of financial activities.

- ShelterBox benefits from the support of many volunteers in an operational capacity as well as many other vital roles. In accordance with the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in these financial statements.

1.5 Expenditure

Expenditure is recognised in the period in which it is incurred. Grants payable are recognised when a binding commitment has been made with a partner organisation. Expenditure includes any attributable VAT which cannot be recovered.

Expenditure on raising funds comprises the cost of seeking voluntary contributions, and it includes the costs of providing donors with information about the charity's work.

Expenditure on charitable activities comprises the resources applied by the charity in undertaking work to meet its charitable objectives, as opposed to the cost of raising the funds to finance these activities.

Expenditure incurred directly on particular activities is allocated to that activity. Support costs, including general management, budgeting and accounting, IT, human resources, premises and other administration costs, are apportioned to activities based on a judgement of the percentage the specific activity represents in relation to the total non-support expenditure. Redundancy/termination payments are accounted for on an accruals basis.

1.6 Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation. All expenditure of a capital nature exceeding £500 is capitalised. Depreciation is provided at rates calculated to write down the cost of each asset on a straight-line basis to its estimated residual value over its expected useful life. The depreciation rates used are as follows:

Fixtures, fittings, and equipment 20%
Intangible 20%

Work in Progress assets are transferred to fixed assets when the asset is completed and depreciation started at that date.

1.7 Stock of disaster relief materials

Stocks are valued at the lower of cost and recoverable value. Cost is determined on a first in first out basis and includes all normal costs incurred in bringing the stock to its present location and condition. Recoverable value is the higher of value in use and net realisable value. Value in use is determined as the replacement cost of items of equivalent service potential. Provision is made where necessary for obsolete, slow moving and defective stock.Stocks are removed from the balance sheet and charged to the Statement of Financial Activities when distributed to beneficiaries.

1.8 Foreign currencies

Transactions denominated in foreign currencies are translated at the rate of exchange ruling at the date of the transaction or at a contract rate. Foreign currency balances are translated at the rate of exchange ruling at the balance sheet date and the resultant exchange rate differences are included in the statement of financial activities.

1.9 Operating leases

Operating lease rentals are charged to the statement of financial activities on a straight line basis over the lease term.

1.1 Pensions

The Group operates a defined contribution pension scheme. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

1.11 Taxation

ShelterBox Trust is a registered charity, which applies its income for charitable purposes. As such, no provision is considered necessary for taxation.

1.12 Basic financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments, these being cash at bank, debtors and creditors. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.13 Accounting judgement and estimate

In the preparation of the financial statements, certain accounting estimates and judgements are used to apply the accounting policies. These include:

Included within Stock is a provision for obsolete stock. Stock which has been on the books for longer than 12 months is reviewed and assessed to ensure it could still have a net realisable value. If it is deemed not to have a net realisable value, it is provided for. Prepayments and Accrued Income includes accrued income in relation to residual legacies. Limited judgement is applied here because the accrual is guided by our Legacy Income Recognition Policy which dictates that we accrue legacy income once a legacy enters probate and once we can accurately predict value through a copy of will and a statement of assets and liabilities.

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	Total funds
	2024 £000	2024 £000	2024 £000
Donations from individuals	3,273	420	3,693
Legacies	3,651	-	3,651
Donations from Rotary and community groups	930	15	945
Grants from institutions, corporations and trusts	781	859	1,640
Gift aid	569	17	586
Gifts in kind	74	287	361
Donations and grants from ShelterBox affiliate organisations	590	7,398	7,988
TOTAL	9,868	8,996	18,864

Future legacy income of £640,020 (2023:£1,016,881) is expected from legacies that have been notified to the Charity.

	Unrestricted funds	Restricted funds	Total funds
	2023 £000	2023 £000	2023 £000
Donations from individuals	4,813	113	4,926
Legacies	1,699	-	1,699
Donations from Rotary and community groups	2,394	1	2,395
Grants from institutions, corporations and trusts	547	1,211	1,758
Gift aid	951	14	965
Gifts in kind	-	1,173	1,173
Donations and grants from ShelterBox affiliate organisations	2,309	9,840	12,149
TOTAL	12,713	12,352	25,065

3. INVESTMENTS

	Group 2024	Group 2023
	£000	£000
Interest received and income from investments	598	423
TOTAL	598	423

4. EXPENDITURE

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total
	2024 £000	2024 £000	2024 £000	2024 £000	2024 £000
Expenditure on charitable activities	3,450	7,033	5,927	2,257	18,666
Expenditure on raising funds	1,576	-	1,165	1,163	3,904
Support costs	2,173	-	1,198	(3,371)	-
Governance	-	-	49	(49)	-
TOTAL	7,199	7,033	8,339	-	22,570

Support costs which cannot be directly allocated to activities are apportioned on the basis of estimated usage by those activities

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total
	2023 £000	2023 £000	2023 £000	2023 £000	2023 £000
Expenditure on charitable activities	2,646	5,820	8,946	1,797	19,209
Expenditure on raising funds	1,535	-	1,329	876	3,740
Support costs	1,676	-	966	(2,642)	-
Governance	-	-	32	(32)	-
TOTAL	5,857	5,820	11,272	-	22,949

ALLOCATION OF SUPPORT AND GOVERNANCE COSTS

Support costs are allocated to activities based on their estimated usage by those activities.

	Expenditure on charitable activities	Expenditure on raising funds	Total funds
	2024 £000	2024 £000	2024 £000
Finance, legal and central services	951	490	1,441
IT	703	362	1,065
HR and Learning and Development	345	177	522
Facilities	226	117	343
Governance	32	17	49
TOTAL	2,257	1,163	3,420

	Expenditure on charitable activities	Expenditure on raising funds	Total funds
	2023 £000	2023 £000	2023 £000
Finance, legal and central services	654	304	958
IT	571	285	856
HR and Learning and Development	342	171	514
Facilities	210	104	314
Governance	20	12	32
TOTAL	1,797	876	2,674

5. GRANTS PAYABLE

Grants are payable to partners in furtherance of the objectives of ShelterBox Trust.

		2024	2023
INSTITUTION	PROJECT	£000	£000
SBOP - Grant		308	-
ABZ	Lebanon	306	-
ACTED	Ukraine Crisis	-	47
ACTED	Libya	8	261
Agricultural Development Association	Gaza	112	-
AHTD	Chad	926	-
Bahar Relief Organisation	Syria Crisis	92	371
Benevolence Coalition Humanitarian	Yemen	309	864
Care Malawi	Malawi	-	258
ESNFI	Ethoiopia	5	-
HELP	Burkina Faso	1,297	763
MAP	Gaza	587	-
INTERSOS	Chad	33	111
IOM	Ethoiopia	128	413
Islamic Relief Worldwide	Pakistan Floods	105	747
Juba Foundation	Somalia	813	563
NNLPD	Ukraine Crisis	40	383
Other ShelterBox affiliate organisations	Affiliate network	-	13
Public Concern	Cameroon	923	929
ReliefAid	Ukraine Crisis	13	-
Uttaran	Bangladesh	1,028	97
TOTAL		7,033	5,820

6. NET RESOURCES EXPENDED

This is stated after charging:

	Group 2024	Group 2023
	£000	£000
Depreciation of tangible fixed assets	40	113
Auditors' remuneration – audit	29	29
Operating lease rentals	208	162
Exchange rate (gain)/loss	(13)	59

7. TRANSACTIONS WITH TRUSTEES

Members of the board of trustees (who are also directors of the charitable company) received no remuneration (2023: £Nil) for their services as trustees.

Eight trustees received reimbursement of expenses for travel and subsistence in the year for £30,409 (2023: £9,070).

Trustees' indemnity insurance was purchased at a cost of £4,695 (2023: £2,582).

8. STAFF COSTS

Staff costs were as follows:

	Group 2024	**Charity 2024**	Group 2023	Charity 2023
	£000	**£000**	£000	£000
Wages and salaries	**6,165**	**6,046**	5,055	4,976
Social security costs	**661**	**657**	535	530
Pension costs	**288**	**269**	220	220
Life assurance	**16**	**16**	11	11
Agency and seconded staff	**36**	**36**	30	30
Termination costs	**33**	**33**	6	6
TOTAL	**7,199**	**7,057**	5,857	5,773

	Group 2024	**Charity 20243**	Group 2023	Charity 2023
	No.	**No.**	No.	No.
The average number of persons employed by the group during the year were as follows:				
TOTAL	**161**	**156**	140	135

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2024	Group 2023
	No.	No.
In the band £60,001 - £70,000	**9**	1
In the band £70,001 - £80,000	**1**	2
in the band £80,001 - £110,000	**3**	-
In the band £110,001 - £120,000	**-**	-
In the band £120,001 - £130,000	**1**	1

...STAFF COSTS CONTINUED

Payment of £52,178 (2023: £16,424) were made to the charity's defined contribution pension scheme for 14 higher paid employees (2023: Four) whose annual emoluments exceeded £60,000.

Key management personnel are deemed to be the charity's executive team, consisting of 8 (2023: 8) individuals. The charity's executive team received total emoluments in the year of £575,199 (2023: £491,269).

No Termination costs were paid in the year. There were accrued amounts of £32,700 at the end of the year for redundancies agreed at year end and to be paid in 2025.

9. FIXED ASSETS

Intangible Fixed Assets (Charity and Group)

	Intangible Assets	Work in progress	Total
	£000	£000	£000
COST			
At 1 January 2024	-	-	-
Additions	116	363	479
Disposals	-	-	-
At 31 December 2024	**116**	**363**	**479**
DEPRECIATION			
At 1 January 2024	-	-	-
Charge for the year	12	-	12
On disposals	-	-	-
At 31 December 2024	**12**	**-**	**12**
NET BOOK VALUE			
At 1 January 2024	-	-	-
At 31 December 2024	**104**	**363**	**467**

TANGIBLE FIXED ASSETS

	Fixtures and fittings Group 2024	Fixtures and fittings Group 2023	Fixtures and fittings Charity 2024	Fixtures and fittings Charity 2023
	£000	£000	**£000**	£000
COST				
At 1 January	**579**	705	555	681
Additions	**36**	61	**22**	60
Disposals	**(74)**	(186)	(63)	(186)
At 31 December	**541**	**580**	514	555
DEPRECIATION				
At 1 January	**477**	550	**462**	537
Charge for the year	**40**	113	39	11
On disposals	**(73)**	(186)	(63)	(186)
At 31 December	**444**	**477**	438	462
NET BOOK VALUE				
At 1 January	**102**	154	93	144
At 31 December	**97**	102	**76**	93

Capital commitments. As at 31st December, 2024 the Trust had contracted capital commitments for future capital expenditure of £213K. This amount relates to our continued investment into the upgrade of internal IT systems.

10. FIXED ASSET INVESTMENTS

	Investments in subsidiary companies
Charity	£000
COST AND NET BOOK VALUE	1
At 1 January 2024 and 31 December 2024	

The investment relates to ShelterBox Trading Limited which is a wholly owned subsidiary (1,000 ordinary shares of £1 each) that undertakes various trading and fundraising activities.

...FIXED ASSET INVESTMENTS CONTINUED

	2024	Restated 2023
	£000	£000
LISTED INVESTMENTS		
At 1 January 2024	5,732	-
Additions		5,500
Disposals	-	-
Investment Income received	244	139
Investment Income withdrawn	(252)	(30)
Unrealised Gains/(Losses)	232	115
At 31 December 2024	**5,956**	**5,724**

Initial investments made during the 2024 Financial Year in line with the Charity's investment Policy.

The policy aims to maximise investment returns balanced against investment risk, whilst also ensuring funds are available as required to meet operational requirements.

We place our surplus cash with Cazenove and they then place that with a number of banks which have more or less instant liquidity (24 hours turnaround). There is no intention to hold them for more than 12 months and they do not vacillate in value and therefore should be included within short term deposits.

11. STOCKS

	Group 2024	Group 2023	Charity 2024	Group 2023
	£000	£000	£000	£000
Pre-positioned outside the UK	4,328	2,483	3,825	1,849
Aid in transit	601	1,896	601	1,896
TOTAL	**4,929**	**4,379**	4,426	3,745

Stock of disaster relief materials is net of provisions of £245,796 (2023: £308,503).

12. DEBTORS

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
DUE WITHIN ONE YEAR				
Amounts due from intergroup companies	-	-	44	20
Other debtors	5	40	-	1
Prepayments and accrued income	1,560	355	1,543	347
VAT and Gift Aid	76	93	74	93
Legacy debtor	3,758	1,941	3,758	1,941
TOTAL	5,399	2,429	5,419	2,402

13. DEPOSITS AND BANK/CASH BALANCES

	Group 2024 £000	Group 2023 £000	Charity 2024 £000	Charity 2023 £000
Short term deposits	4,104	10,236	4,104	10,236
BANK CURRENT ACCOUNTS AND CASH				
Sterling bank accounts	417	550	373	533
Foreign currency bank accounts	620	1,994	477	1,846
Cash	52	64	52	64
TOTAL	1,089	2,608	902	2,443
TOTAL CASH AND CASH EQUIVALENT	5,193	12,844	5,006	12,679

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£000	£000	£000	£000
Trade creditors	143	643	158	620
Other taxation and social security	213	189	213	186
Accruals and deferred income	497	1,250	464	1,234
Amount owing to inter-group companies	-	-	-	32
TOTAL	853	2,082	835	2,072

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£000	£000	£000	£000
DEFERRED INCOME:				
Balance brought forward	8	11	-	-
Amount released in the year	(8)	(11)	-	-
Amount deferred in the year	5	8	-	-
BALANCE CARRIED FORWARD	5	8	-	-

Deferred income arises where Book Club membership gift vouchers have been purchased and are yet to be fully utilised.

15. STATEMENT OF FUNDS - CURRENT YEAR

	Balance at 1 January 2024	Income	Expenditure	Transfers in/ (out)	Balance at 31 December 2024
	£000	£000	£000	£000	£000
DESIGNATED FUNDS					
Fixed assets	200	-	(53)	417	564
Stock	5,389	-	-	889	4,500
GENERAL FUNDS					
General funds	14,186	10,639	(11,956)	483	13,352
TOTAL UNRESTRICTED FUNDS	19,775	10,639	(12,009)	11	18,416

ShelterBox has calculated a stock holding that the charity requires to operate effectively, the Stock Designated Fund represents the value of this target level of stock, the target level of stock was reduced at the end of 2024 and current stock levels are in excess of this amount but are expected to reduce to the new target level of stock during 2025.

STATEMENT OF FUNDS – CURRENT YEAR

	Balance at 1 January 2024	Income	Expenditure	Transfers	Balance at 31 December 2024
	£000	£000	£000	£000	£000
RESTRICTED FUNDS					
Ukraine Response Fund	1,820	1	(1,816)	-	5
Emergency Supply Designated	911	1	-	-	912
Latin America and Carribean Response Fund	41	255	(296)	-	-
Syria Response Fund	11	528	(532)	-	7
JTI Foundation Response Fund	42	110	(112)	-	40
Affiliates Response Fund	455	(1,074)	(1,074)	-	455
ShelterBox Germany Fund	-	241	(241)	-	-
Gifts in Kind	87	770	(372)	-	485
Lake Chad Basin Response Fund	31	-	(31)	-	-
Philipines Response Fund	146	580	(350)	-	376
Gaza Response Fund	16	380	(304)	-	92
ECHO Mozambique fund	50	94	(109)	-	35
Other response funds	12	-	(1)	(11)	-
Crystal Springs Foundation	-	165	(165)	-	-
Burkina Faso Response Fund	-	533	(533)	-	-
Chad Response Fund	-	641	(641)	-	-
Cameroon Response Fund	-	598	(598)	-	-
Yemen Response Fund	-	559	(559)	-	-
Bangladesh Response Funds	-	180	(180)	-	-
Somalia Response Fund	-	221	(77)	-	144
Lebanon Response Fund	-	79	(79)	-	-
Fund for Response costs	-	2,350	(2,167)	-	183
Australia Developing Country Fund	-	80	(80)	-	-
Sustainability Fund	-	50	(13)	-	37
TOTAL RESTRICTED FUNDS	3,622	9,490	(10,330)	(11)	2,771
TOTAL FUNDS	23,397	20,128	(22,338)	-	21,187

Restricted Funds are established within the accounting records of the Charity to monitor income, expenditure and any ongoing net balances, relating to where donors have placed certain restrictions on their donations.

Wherever we have a Restricted Fund which refers to a country by name, those funds are restricted to ShelterBox response activities in those named countries.

Other Restricted Funds have the following purposes:
The Latin America and Caribbean Preparedness fund is restricted to use by the charity in prepositioning aid items for use in Latin America or the Caribbean.

...STATEMENT OF FUNDS - CURRENT YEAR

The Syria fund are funds restricted to responding to the Syria crisis.

The JTI Foundation fund is for a variety of specified purposes including the provision of aid and operational capacity building.

The Affiliates fund comprises income received from ShelterBox international affiliated organisations the use of which is restricted to disaster response.

The Gifts in Kind fund comprise goods and services provided to the charity for use in carrying out its charitable activities.

Crystal Springs fund is a USA Foundation restricted to disaster response.

The Lake Chad Basin fund relates to responding to the Lake Chad Basin Crisis.

The ShelterBox Operations Philippines fund is restricted to use in the Philippines.

The SB Germany fund comprises income received from ShelterBox Germany and is restricted to disaster response.

The Australian Developing Country fund comprises income received from ShelterBox Australia and is restricted to use for disasters in a number of specified developing countries.

The Burkina Faso fund is restricted to use in the charity's response to conflict in Burkina Faso.

The Ethiopia fund is restricted to respond in Ethiopia conflict.

The Yemen Conflict fund is restricted to the charity's response to the Yemen conflict.

The ShelterBox Disaster fund is a multi purpose fund, the use of which is restricted to stock holding, research and development, training and infrastructure development.

Fund for Response Costs is a collection of high net worth individuals and foundations that have been grouped for reporting purposes as they all follow the same restriction which is to support disaster response.

The Other Disaster Appeals Response Funds are funds restricted for the purpose of responding to specific disasters.

The Sustainability Fund comprises of income received to cover expenditure related to ShelterBox's sustainability work.

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 January 2023	Income	Expenditure	Transfers	Balance at 31 December 2023
	£000	£000	£000	£000	£000
FIXED ASSETS	-	-	-	200	200
Stock	4,022	-	-	1,367	5,389
GENERAL FUNDS					
General funds	9,076	13,306	(6,629)	(1,567)	14,186
TOTAL RESTRICTED FUNDS	13,098	13,306	(6,629)	-	19,775

Transfers between funds include designation of unrestricted funds towards the holding of stock and agreement with a donor to remove the restriction from a donation.

	Balance at 1 January 2023	Income	Expenditure	Transfers	Balance at 31 December 2023
	£000	£000	£000	£000	£000
RESTRICTED FUNDS					
Emergency Supply - Designated	911	-	-	-	911
Syria Response Fund	5	1,992	(1,986)	-	11
Other Response Funds (<£10k)	15	-	(3)	-	12
Ethiopia Response Fund	30	373	(403)	-	-
Haddon Response Fund	108	-	(108)	-	-
JTI Foundation Respond Fund	40	616	(614)	-	42
Australia Developing Country Fund	152	354	(506)	-	-
Affiliates Response Fund	2,056	4,430	(6,031)	-	455
Crystal Spring Foundation Ring Fenced Fund	317	-	(317)	-	-
Gifts in Kind	209	1,100	(1,222)	-	87
ShelterBox Germany Fund	379	1,194	(1,573)	-	-
Lake Chad Basin Response Fund	5	296	(271)	-	30
Philippines Response Fund	86	60	-	-	146
Yemen Response Fund	-	442	(442)	-	-
Burkina Faso Response Fund	4	369	(373)	-	-
Ukraine Response Fund	2,697	790	(1,666)	-	1,821
Pakistan Response Fund	41	115	(156)	-	-
Latin America and Caribbean Response Fund	41	-	-	-	41
Gaza Response Fund	-	16	-	-	16
Morocco Response Fund	-	348	(348)	-	-
Libya Response Fund	-	259	(259)	-	-
Mozambique ECHO Response Fund	-	68	(18)	-	50
Cameroon Response Fund	-	24	(24)	-	-
TOTAL RESTRICTED FUNDS	7,096	12,846	(16,320)	-	3,622
TOTAL FUNDS	20,194	26,152	(22,949)	-	23,397

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total funds 2024 £000
CURRENT YEAR			
Fixed assets	564	-	564
Investments	5,956	-	5,956
Net current assets	11,896	2,772	14,668
TOTAL	18,416	2,772	21,188

	Unrestricted funds 2023 £000	Restricted funds 2023 £000	Total funds 2023 £000
PRIOR YEAR			
Tangible fixed assets	103	-	103
Investments	5,724	-	5,724
Net current assets	13,948	3,622	17,570
TOTAL	19,775	3,622	23,397

17. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2024 £000	Group 2023 £000
Net (expense)/income for the year (as per Statement of Financial Activities)	(2,210)	3,203
ADJUSTMENTS FOR:		
Depreciation charges	52	113
Dividends, interests and rents from investments	(598)	(423)
Loss/Profit on the sale of fixed assets	-	-
Unrealised (gains)/losses on investments	(232)	-
Decrease/(Increase) in stocks	(550)	554
Increase in debtors	(2,967)	(819)
Increase/(Decrease) in creditors	(1,229)	1,478
NET CASH USED IN OPERATING ACTIVITIES	(7,734)	4,106

18. ANALYSIS OF NET DEBT

	At 1 January 2024	Cash flows	At 31 December 2024
	£000	£000	2023 £000
Cash at bank and in hand	10,236	(6,132)	4,104
Cash at bank and in hand	2,608	(1,519)	1,089
TOTAL	12,844	(7,651)	5,193

19. PENSION COMMITMENTS

The Group operates a defined contribution pension scheme. Contributions payable for the year were £288,314 (2023: £220,287). Outstanding contributions at the end of the year were £43,981 (2023: £36,083).

20. OPERATING LEASE COMMITMENTS

At 31 December 2024 the Group had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2024	Group 2023
	£000	£000
Not later than 1 year	150	150
Later than 1 year and not later than 5 years	28	178
TOTAL	178	328

21. OTHER FINANCIAL COMMITMENTS

The amount of materials purchase orders contracted for at 31 December 2024 but not recognised in these financial statements was;

	2024 £000	2023 £000
Materials purchases contracted for	1,054	2,264

22. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS

Related Party Transactions

The Charity has two subsidiaries. ShelterBox Trading Ltd, a UK company (registration number: 07096770) and ShelterBox Operations Philippines Inc a non-stock non-profit company registered in the Philippines (SEC registration CN201720528).

During the year the charity recharged costs to ShelterBox Trading Ltd of £19,446 (2023: £17,630). The charity allows ShelterBox Trading Ltd to use the ShelterBox name under licence. Royalties of £1,520 (2023: £1,670) were incurred during the year. At the year end the charity owed ShelterBox Trading Ltd £7,268 (2023: £32,417), in addition the charity has a loan to ShelterBox Trading Ltd of £20,000 (2023: £20,000). Loan interest was charged during the year totalling £1,600 (2023: £1,650), and gift aid donations of £2,284 (2023: £68,391) were received in the year

At the end of the year, the Charity owed ShelterBox Operations Philippines Inc. £nil (2023: £nil)." With "At the end of the year, the Charity was owed £32k by ShelterBox Operations Philippines Inc. (2023: £nil).

There have been no transactions with other related parties in the year.

Subsidiaries

ShelterBox Trust's subsidiaries ShelterBox Trading Ltd and ShelterBox Operations Philippines Inc are incorporated into the consolidated accounts in accordance with FRS 102.

a. ShelterBox Trading Ltd

ShelterBox Trust owns 100% of the issued share capital of ShelterBox Trading Ltd, a UK company (registration number: 07096770). Its registered office is Falcon House, Charles Street, Truro, TR1 2PH.

The income and expenditure for ShelterBox Trading Ltd were:

	2024	2023
	£000	£000
Total income	158	164
Total expenses	(140)	(161)
Net profit	18	3
Donation to ShelterBox Trust	(2)	(68)
Retained profit	16	(30)

ShelterBox Trading Ltd Balance Sheet as at 31 December 2024:

	2024	2023
	£000	£000
Current assets	52	50
Current liabilities	(33)	(47)
Net assets	19	3

b. ShelterBox Operations Philippines Inc

ShelterBox Trust controls ShelterBox Operations Philippines Inc by virtue of the majority of the members are employees of ShelterBox Trust. ShelterBox Operations Philippines Inc is Inc a non-stock non-profit company registered in the Philippines (SEC registration CN201720528), registered address Office 5, Unit 1401 Park Centrale Building, IT Park, Apas, Cebu City.

The income and expenditure for ShelterBox Operations Philippines Inc was:

	2024	2023
	£000	£000
Total Income	309	394
Total Expenses	(459)	(210)
Net Surplus/(Deficit)	(150)	184

ShelterBox Operations Philippines Inc Balance Sheet as at 31 December 2024

	2024	2023
	£000	£000
Fixed Assets	21	10
Current Assets	691	829
Current Liabilities	(59)	(13)
Net Assets	653	826

23. PARENT CHARITY

In line with the SORP the parent charity has not published its own SOFA and the related notes. Details of the charity's own income and results are as follows:

	2024	2023
	£000	£000
Total income	19,992	26,077
Expenditure on raising funds	(3,783)	(3,598)
Expenditure on charitable activities	(18,265)	(19,393)
NET (EXPENDITURE)/INCOME FOR THE YEAR	(2,056)	3,086

ShelterBox

ShelterBox
Falcon House, Charles Street,
Truro, TR1 2PH, UK

T +44 (0)1872 302600
E hello@shelterbox.org
W shelterbox.org

Patron
Her Majesty The Queen
The Former Duchess of Cornwall

Rotary

ShelterBox and Rotary International are Project Partners in disaster relief.
ShelterBox is a registered charity independent of Rotary International and The Rotary Foundation.

SHELTERBOX TRUST

England & Wales - Charity number 1096479

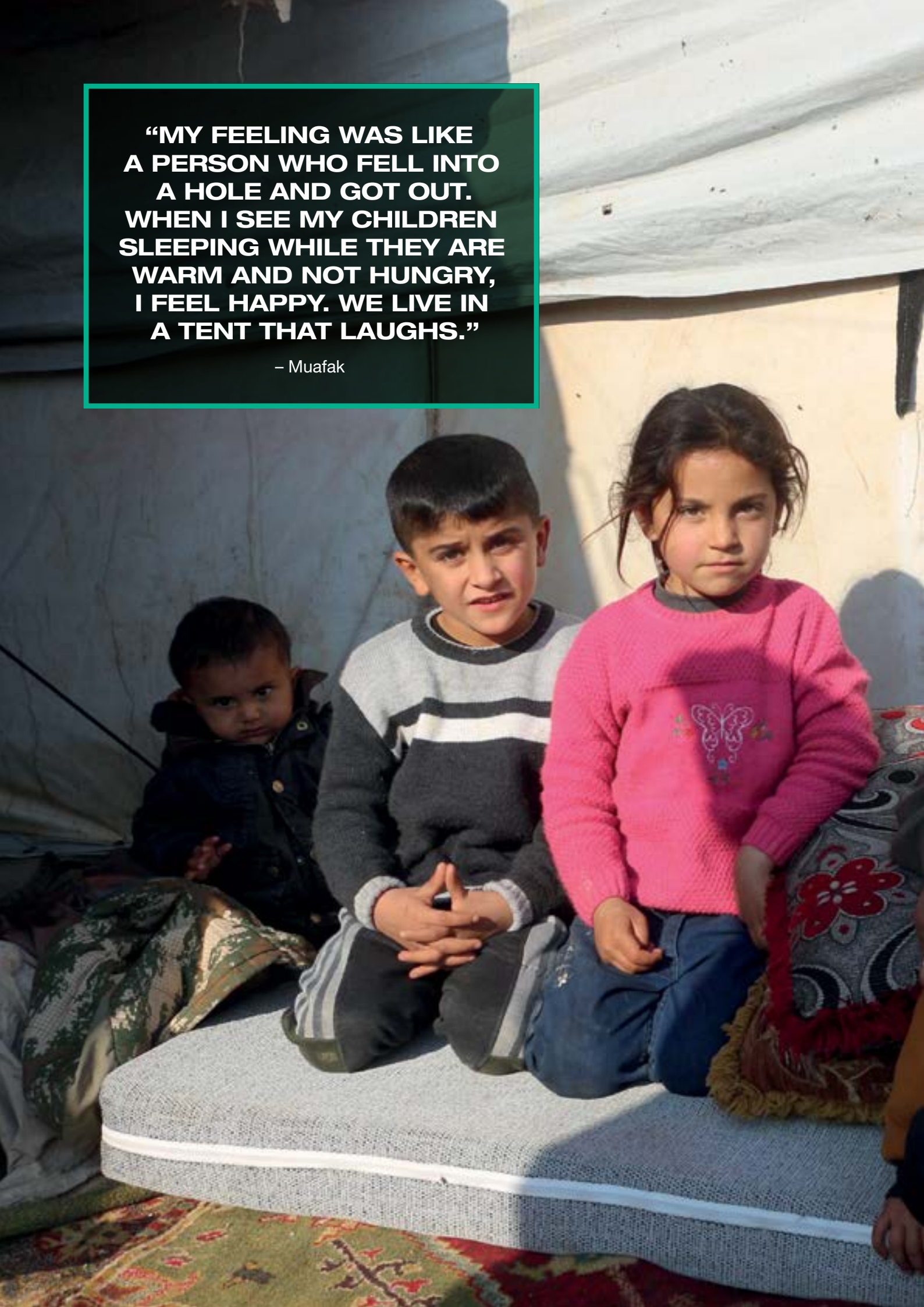
Accounts

SHELTERBOX TRUST



ShelterBox

ANNUAL REPORT 2023



“MY FEELING WAS LIKE A PERSON WHO FELL INTO A HOLE AND GOT OUT. WHEN I SEE MY CHILDREN SLEEPING WHILE THEY ARE WARM AND NOT HUNGRY, I FEEL HAPPY. WE LIVE IN A TENT THAT LAUGHS.”

– Muafak

SYRIA, CONFLICT



Muafak's quote sums up the optimism he felt after collecting shelter and a winter survival kit – containing thick clothing, thermal blankets, a mattress and warm boots – from ShelterBox in Syria as winter temperatures plummeted. In 2023, thanks to our supporters, 325,000 people who needed shelter after disaster felt that same sense of safety, security and hope.

CONTENTS

2023 overview 5

CEO statement 6

STRATEGIC REPORT

Who we are and what we do 8

Our values 10

Our strategy 2022-27 11

Introducing our new international programmes strategy 12

ShelterBox theory of change 14

Delivering on our strategic objectives: Doing more 18

Delivering on our strategic objectives: Doing it well 20

Delivering on our strategic objectives: Doing it together 22

ShelterBox and sustainability in 2023 24

How our supporters went above and beyond in 2023 26

Fundraising and supporter care 28

International inspiration 30

The power of partnering with Rotary 32

Raising the voices of the people we support 34

Financial review of 2023 36

People 38

2024 strategic priorities 40

Structure, governance and management 42

Structure 44

Statement of Trustees' Responsibilities 45

Reference and administrative details 46

Independent auditor's report to the members of ShelterBox Trust 47

FINANCIAL STATEMENTS

Consolidated Statement of Financial Activities 50

Balance sheet 51

Cash flow statement 52

Notes to the financial statements 53

Front cover: Shamal and her five children slept outside for months after their home in Pakistan was swept away by flooding. ShelterBox and Islamic Relief worked together with the community to build durable shelters.

2023 OVERVIEW

Thanks to you, ShelterBox supported 325,000 people in 14 countries in 2023.



People affected by disaster were supported with

- Shelter
- Concrete tent bases
- Shelter construction training
- Stoves
- Mosquito nets
- Thermal clothing
- Cash support

Because of our supporters, we were there side by side with people worldwide determined to rebuild after disaster.

65,000 FAMILIES WERE ABLE TO REBUILD AFTER:

EARTHQUAKES · FLOODING · CONFLICT · DROUGHT · STORMS

CEO STATEMENT

Dear friends

It struck me, as we were preparing this review of 2023, how much has changed since ShelterBox was founded in 2000, and also how much has stayed the same.

In terms of what has remained constant, there's the shared purpose that unites us all – no one without shelter after disaster. There's the unshakeable belief that shelter provides the foundation for life. For survival, stability and dignity. There's our commitment to listening to the communities we work with, so people have what they need most to rebuild on their own terms.

And then there are the many things that have changed. We've grown hugely, of course, into a global network of 14 affiliates and a movement of incredible supporters worldwide. Last year alone, 325,000 people began to rebuild after disaster with support from ShelterBox.

As the nature of our aid has changed, we've also gone beyond the ShelterBoxes that gave us our name. That happened for a whole host of reasons – from the fact we often now provide larger, more robust shelters that don't fit in the boxes, to the fact we can cut our carbon footprint by sourcing more materials locally.

And – as you can see throughout this review – more recently there are also the strategic changes we've made to consciously work differently. These can be summed up as 'Do more. Do it well. Do it together' in our strategy for 2022-27. I hope as you read through the pages that follow, you'll see why this approach is vital to our future evolution, and how it is increasingly defining all aspects of our work.

Following the Morocco earthquake, we began working in the country for the first time – a clear example of 'doing more' – because we knew our expertise and Rotary International connections meant we could work effectively in very challenging conditions.

In Yemen, we began providing more long-lasting iron-framed shelters, because 'doing well' meant recognising that the depth of the crisis in the country is leaving many people displaced for years. And everywhere from Cameroon to Somalia to Ukraine, we worked more closely than ever with partners, because we believe having strong local organisations and partners is likely to get shelter to those who need it faster and to support local disaster responders to deliver effective support into the future, beyond even ShelterBox's time in their country. That's 'doing it together' in action. It is heartening to see the impact we can have together by putting these three defining objectives into practice.

One more thing that has changed and accelerated is the level of need for our support. Demand for emergency shelter, fuelled by disasters, conflict and the climate crisis, is growing every day. When ShelterBox began, the threat of increasingly extreme and unpredictable weather caused by global warming was mostly only a prediction.

Today, it is a devastating reality, and it underlines both why we must continue to adapt and evolve – and why the incredible generosity of our supporters and partners means so much.

So I'd like to thank everyone who made the work in this review possible. Your impact is clear to see, as together we keep taking action and keep inspiring progress – because shelter is a human right.

Thank you for standing with us,

SANJ SRIKANTHAN
Chief Executive, ShelterBox



MOROCCO, EARTHQUAKE

SHELTERBOX PROVIDED TEMPORARY EMERGENCY SHELTER FOR AROUND 4,400 PEOPLE



Bela lived a normal life with his wife and four children until an earthquake struck his village in the Atlas Mountains and destroyed his house. Bela received a tent for his family, along with thermal blankets, a kitchen set and solar lights.



WHO WE ARE AND WHAT WE DO

OUR VISION
No one without shelter after disaster

OUR MISSION
We provide shelter, essential items and technical assistance to help some of the world's most vulnerable people recover and rebuild their homes after disaster. We listen and adapt our support to the needs of each community, working together with those affected by disaster, alongside our supporters and partners.

WHAT WE BELIEVE
Shelter is the foundation for life – for survival, stability and dignity. It offers a place to feel safe, stay together, stay healthy, earn a living and help children get an education.

Right now, over 100 million people worldwide have been forced from their homes by disasters, conflict and climate change – and that number is growing every day. So we have to scale up our response and work in new ways.

We're a global community that believes shelter is a human right and enables people to take steps towards recovery.

We started over 20 years ago with our iconic green ShelterBoxes. Today, we do much more.

We listen. We hear what people need, creating tailored support to meet complex situations.

We support. We give emergency shelter and aid essentials, including shelter repair kits, water filters and solar lights. And we help people build, repair or return home.

We share. We use our expertise to support people worldwide and champion local partnerships and environmental sustainability.

BAIDOA CAMP, SOMALIA



DISASTER, CONFLICT AND CLIMATE CHANGE ARE FORCING MORE PEOPLE TO FLEE THEIR HOMES THAN EVER BEFORE.

WE MUST ACT NOW TO CHANGE THIS

In Baidoa camp in Somalia, we worked with our local partner Juba Foundation to support Ifraah and her family to recover and rebuild.

OUR VALUES

INTEGRITY
We commit to the highest ethical standards and strive to be honest, straightforward and fair. We hold ourselves accountable for doing the very best we can for those affected by disaster and for each other.

FLEXIBILITY
We adapt and overcome challenges to achieve shared goals. We approach our work with an open mind and the willingness to find the right solution.

PARTICIPATION
We put people and their needs at the heart of what we do. We work together with people affected by disaster, our volunteers, partners and supporters. We support each other. We are inclusive.

LEARNING
We champion continuous growth and development. We are driven to keep improving and exploring what we could do differently. We ask ourselves how we can be better for the people we serve, our volunteers and supporters, and for each other.



Abraham fled Boko Haram twice before settling in Minawao refugee camp in Cameroon with his wife Asabe and their five children. ShelterBox partnered with Public Concern to provide shelter to Abraham and Asabe, and many others.

OUR STRATEGY 2022-27

2023 was the second year of our current strategy period. Three strategic objectives now shape everything we do, and you'll see on the following pages how these guided our work throughout 2023.

	DO MORE	DO IT WELL	DO IT TOGETHER
Strategic Objectives	Scale up to meet humanitarian need	Innovate to improve quality of shelter assistance	Address power imbalances in the global shelter system
Sub-Objectives	Grow programmatic capacity through partnership	Grow our expertise in emergency shelter delivery through innovation and knowledge creation	Support local and national shelter responders to strengthen their capacity through skills and knowledge sharing
	Achieve sustainable, flexible funding growth	Minimise our environmental impact	Build a diverse, global ShelterBox, representative of the populations we work with
	Expand emergency response capacity through emergency preparedness	Measure what we do and learn for the future	Listen to and amplify the voices of affected communities



INTRODUCING OUR NEW INTERNATIONAL PROGRAMMES STRATEGY

In 2023, our international programmes team launched its own strategy to support our overarching organisational goals. It sets out how we can expand the scope of our responses and provide emergency shelter in more ways.

The guiding principles behind the international programmes strategy are clear to see throughout this report. They are:

Self-recovery Because we're here to stand side-by-side with people, not simply to provide.

Locally-led responses All our work should be as local as possible and as international as necessary.

Protection and inclusion We understand and respond to the risks people face.

Accountability We take responsibility and are always open to the people we support.

Timeliness We deliver the right support at the right time.

Environmental sustainability We actively focus on not doing environmental harm.

SOMALIA, DROUGHT

IN ANOTHER BUSY AND DEMANDING YEAR, SHELTERBOX SUPPORTED MORE THAN 325,000 PEOPLE IN 14 COUNTRIES AFTER DISASTERS, CONFLICT AND CLIMATE CRISIS



Shankaroon is 18 and a single mother of two. She lives with her mum in an internal displacement camp in Baidoa, Somalia. ShelterBox partnered with Juba Foundation to provide shelter and household items to Shankaroon's family and many others.

SHELTERBOX THEORY OF CHANGE

ROOT CAUSE

Increasing numbers of people are unable to meet their own sheltering needs after crisis

1. INPUTS

– Equitable partnerships
– Thriving teams
– Sustainable and flexible funding
– Environmentally sustainable, market strengthening procurement
– Culturally relevant technical expertise
– Enabling systems and processes



2. ACTIVITIES

– Preparedness
– Distributions
– Shelter training and information-sharing for programme participants
– Referral to protection services, including support for housing, land and property
– Capacity sharing with partners
– Local influencing to enable humanitarian access and security of tenure
– Referral/handover to recovery or development shelter actors
– Coordination, collaboration and networking

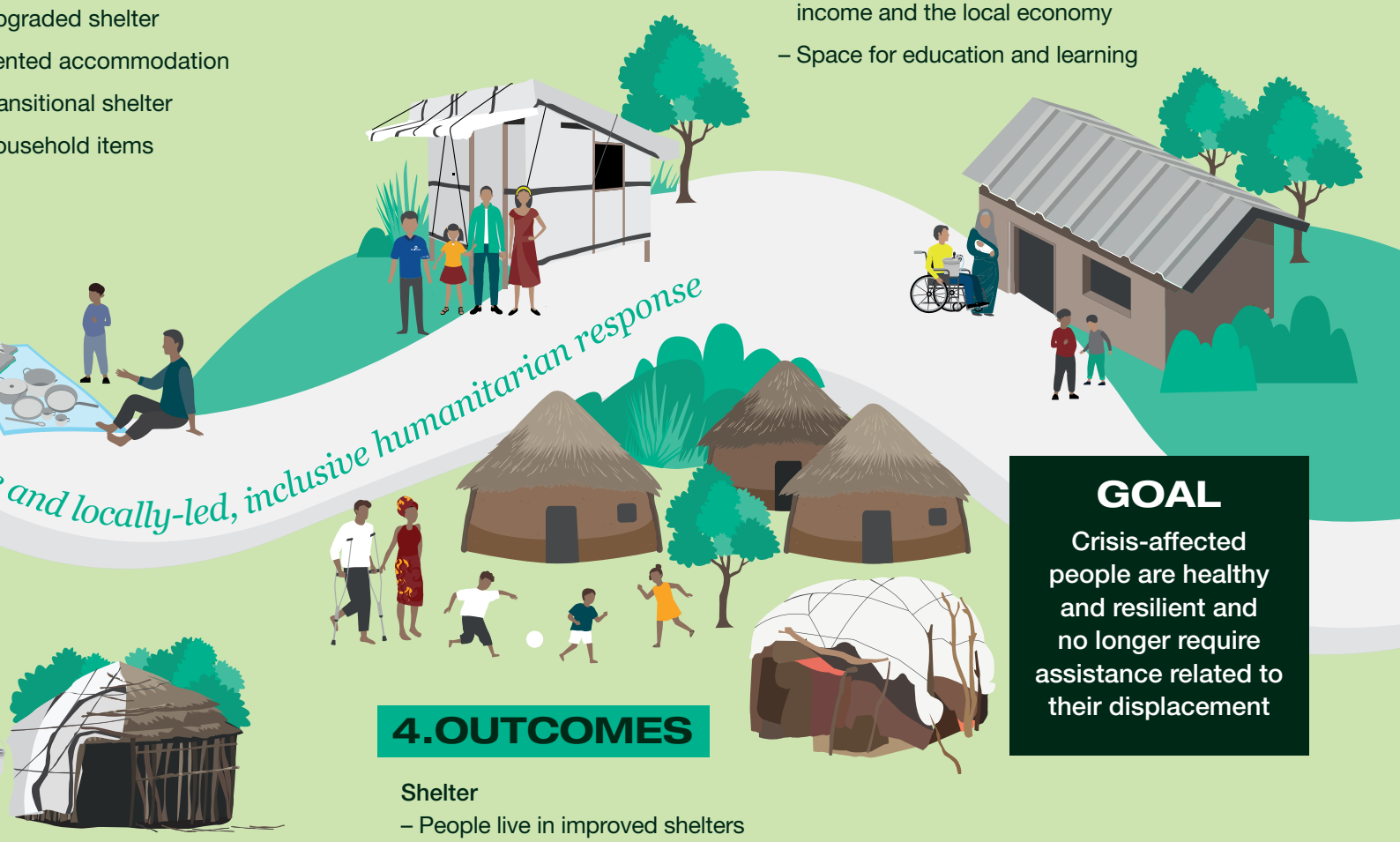
3.OUTPUTS

lter
- mergency shelter
- epaired shelter
- ograded shelter
- ented accommodation
- ansitional shelter
- ousehold items

Capacity sharing
- Partner capacity to respond to shelter crisis is increased

5. IMPACTS

Quality shelter supports self-recovery by contributing to:
- Personal safety
- Maintaining family units
- Physical and mental wellbeing
- Livelihood activities, benefiting household income and the local economy
- Space for education and learning



GOAL

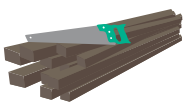
Crisis-affected people are healthy and resilient and no longer require assistance related to their displacement

4.OUTCOMES

Shelter
- People live in improved shelters

Capacity Sharing
- Local partners better equipped to lead local responses

ASSISTANCE METHODS



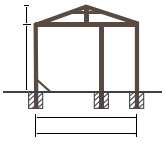
In-kind assistance



Cash and voucher assistance



Contracting services



Technical assistance

OUR THEORY OF CHANGE

Our new theory of change sums up what we will do to support communities affected by crisis, and why we will do it. It builds on our 20+ years of experience and on the latest evidence of the vital role shelter can play in enabling people to recover and rebuild.

Our diagram represents the steps that people affected by crisis take to recover their homes.

Our focus is on self-led recovery. However, we know that growing numbers of vulnerable people are unable to recover without support.

This leaves them more vulnerable to other risks, such as disease, poverty and environmental threats like extreme weather events. Our theory of change commits us to accompanying people on their first steps to recovery, because this increases their chances of further rebuilding their lives.

To maximise the chances of success, we will provide a broader selection of shelter types. This will range from emergency shelters (like tents, in the acute phase of a crisis) to rental accommodation in urban environments and more durable shelters in places where communities can be displaced for long periods of time. Our aim is to provide the right type of shelter for every context where we work.

We will do this by providing quality materials (in-kind assistance), cash and voucher assistance and technical assistance, and by contracting services locally. Whatever works best for the people we are working with.

Collaboration, coordination and partnership will be central to success. Sometimes, self-led recovery can be inhibited by a lack of functional markets or other significant barriers. When working in these contexts, we will try to coordinate with organisations that provide additional, long-term shelter support beyond our own remit.

CAMEROON, CONFLICT

SHELTERBOX HAVE SUPPORTED OVER 100,000 PEOPLE IN CAMEROON SO FAR





Haoua lives in the far north of Cameroon with her family. ShelterBox and Public Concern supported Haoua with a durable shelter package, allowing her to reconstruct her home with a more robust structure.

As a shelter specialist, we understand the value of collaborating with other humanitarian and development organisations. It ensures our support is part of a holistic emergency response and contributes to long-term development. Through effective partnership, we want to enable local organisations to be better equipped to respond to crises in their countries, and we want to keep learning from them too.

Good shelter goes beyond physical structures, affecting the health and wellbeing of people in a multitude of ways. We do not claim to be independently responsible for the impact-level changes in our theory of change. Instead, we recognise that emergency shelter programming can have a positive or negative influence on people's lives over the longer term. So we will always consider the potential implications of actions and decisions we take during the relief phase of a response. Central to our theory of change is the idea that the impact of shelter in emergencies is immediate and lifesaving, and that shelter programming can positively affect self-recovery in the longer term.

DELIVERING ON OUR STRATEGIC OBJECTIVES:

DOING MORE

MOROCCO

ShelterBox had never responded to a disaster in Morocco before. But after a powerful earthquake damaged 50,000 homes – many in remote mountain areas – it was clear we could provide valuable support.

As soon as a 6.8 magnitude earthquake struck south west of Marrakech in September, there was no doubt the need for shelter support was urgent. More than 3,000 people had lost their lives, thousands more had been injured and many of the worst-affected communities were in remote villages deep in the Atlas Mountains. People were sleeping in the open because they had lost their homes or were worried about aftershocks. Freezing winter temperatures were looming.



We used our response criteria to assess whether we could provide an effective, rapid response. These cover everything from the number of people affected by a disaster to the availability of resources and whether we have links with partners. This gave us confidence that we had a clear role to play, and on the day of the earthquake we began building local links and planning our response.

Our emergency response team headed straight to Morocco, immediately contacting local Rotary partners and connecting with a Moroccan organisation, Association Le Grand Atlas. These links enabled us to access warehouse space, recruit volunteers and connect with community members, who helped us set up tent sites and distribute essential items.

We focused on providing household packages that could provide shelter, warmth and light. These included solar lights, high thermal blankets, kitchen sets, and tents.

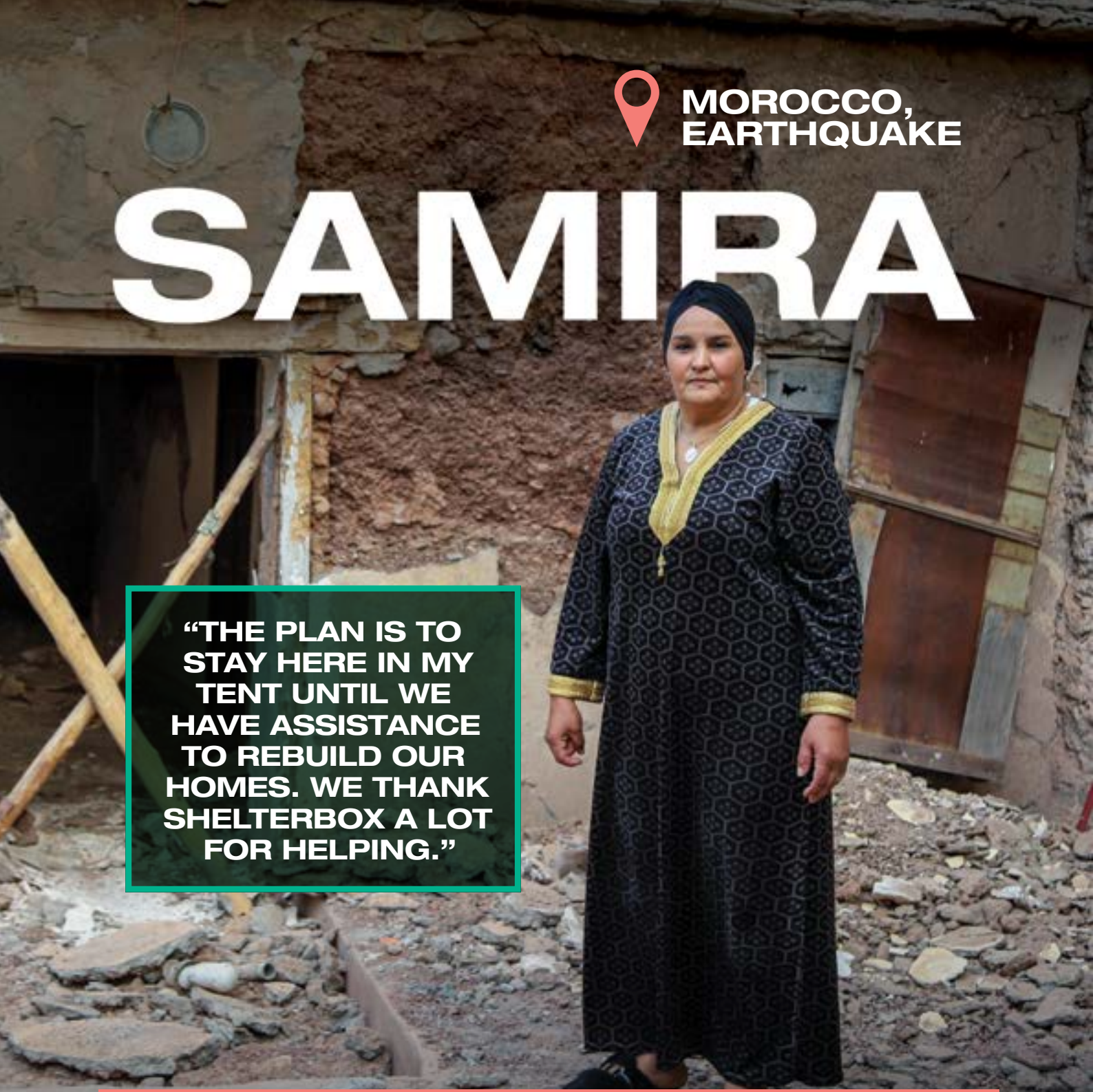
And though many roads were blocked with rubble and communication networks were down, we reached 4,300 people in 22 village communities – all before the sub-zero winter temperatures arrived.

YOUR SUPPORT HELPED US:

SUPPORT
22 VILLAGE COMMUNITIES

PROVIDE
1,200+
TENTS

DISTRIBUTE
10,000+
BLANKETS



MOROCCO, EARTHQUAKE

SAMIRA

"THE PLAN IS TO STAY HERE IN MY TENT UNTIL WE HAVE ASSISTANCE TO REBUILD OUR HOMES. WE THANK SHELTERBOX A LOT FOR HELPING."

Samira was at home when the earthquake struck. She remembers not only every moment of what happened afterwards, but the thoughts that rushed through her head too.

"I was alone. The house started to fall and I was still inside. I went to the kitchen and there was just a small opening. I was trying to open the door but it was stuck. I yelled at some boys outside and they came to help. After that, I stayed in the hospital for four days, and after that I stayed with my daughter for a week, before coming back here.

"I was thinking about death, I was crying, and I was thinking about my children. I really think about this night and what happened."

Before ShelterBox reached Samira's community, she had no choice but to spend her days and nights outside. She had a tent but it wasn't thick enough to keep out the cold. "Before, everyone had homes to keep warm in," she told us. "Now we do not have that."

But after we reached the community, Samira became more confident that she could begin to rebuild. Working with local partners, we distributed warm tents, kitchen sets, solar lights and blankets thick enough to provide comfort at high altitude.

"We need the solar lights because what we have now is not enough, and we need the blankets to keep warm. We thank ShelterBox a lot for helping."

DELIVERING ON OUR STRATEGIC OBJECTIVES:

DOING IT WELL

YEMEN

With many people needing shelter that can withstand extreme weather and possibly provide a home for several years, last year we began delivering more durable shelters to hundreds of families in Yemen.

People in Yemen continue to face one of the world's worst humanitarian crises. A decade-long civil war with shifting frontlines has forced millions of people to flee their homes multiple times. Extreme flooding has made the situation even worse. Many of the people we support alongside our local partner have been in displacement camps for two years or more.



We always listen to what people want and value most, and in Yemen a consistent theme was the need for robust shelters that could withstand extreme desert temperatures – both hot and cold – and provide some protection from flooding.

So last year we began providing durable shelters. Covered in corrugated metal, these sturdy shelters are built on a concrete base – which provides some flood protection – and contain an iron frame and a layer of fireproof insulation.

All materials we used were sourced in Yemen, and we worked with the community so people felt confident knowing how to dismantle and rebuild the shelters if they need to move again.

The shelters aren't intended to be a permanent home, but they provide more safety and comfort in a conflict where long-term displacement is a huge challenge.

Thanks to our supporters, over 900 households are now living in durable shelters. We also delivered over 400 emergency kits, containing essentials like rope and tarpaulin, so people can fix existing shelters damaged by flooding.

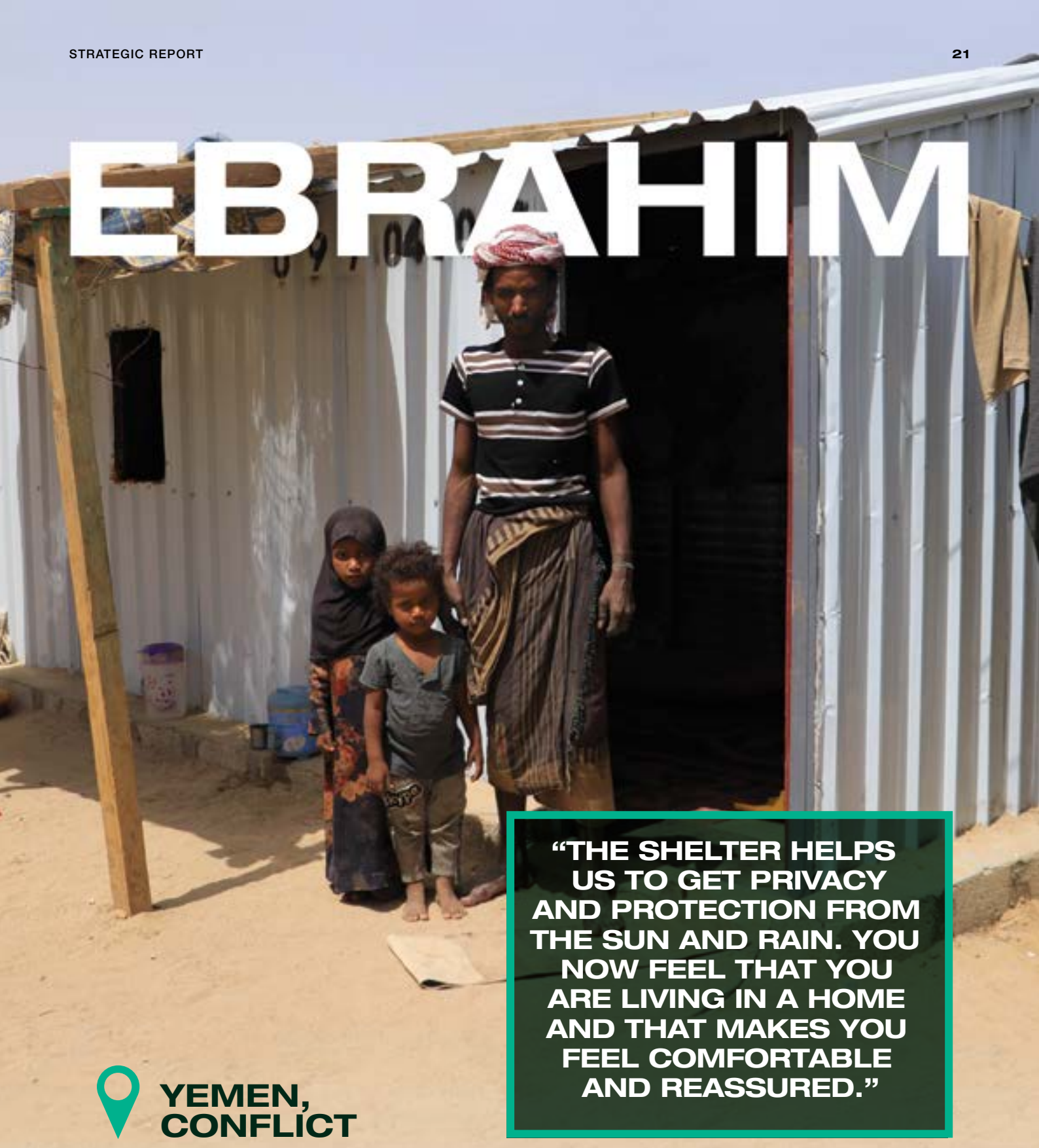
THANKS TO SHELTERBOX SUPPORTERS LIKE YOU:

99% of the people who built iron-framed shelters with us said they had all the information they needed

99% of people said they were treated fairly and with respect

100% of people said they felt comfortable giving feedback and knew how to complain if they had any problems

EBRAHIM



"THE SHELTER HELPS US TO GET PRIVACY AND PROTECTION FROM THE SUN AND RAIN. YOU NOW FEEL THAT YOU ARE LIVING IN A HOME AND THAT MAKES YOU FEEL COMFORTABLE AND REASSURED."

YEMEN, CONFLICT

When rains used to fall on the displacement camp where Ebrahim has fled with his family, it used to be a reason for worry. "We would feel anxious and uncomfortable because the rainwater would enter the shelter," Ebrahim says, describing the tent that he used to call home.

Today, though, having built one of the more robust iron-framed shelters we provided in Yemen in 2023, the family feels very different when it rains.

"Now we enjoy the sound of rain as it hits the roof net," Ebrahim smiles, "without worrying about water entering."

He and his children can now sleep more comfortably. Ebrahim has been displaced twice since the beginning of the war, and he suffered an eye injury that now makes it difficult for him to work. But the durable shelter and the essential items he collected from ShelterBox are making life a little easier.

DELIVERING ON OUR STRATEGIC OBJECTIVES:

DOING IT TOGETHER

SOMALIA

With extreme drought forcing millions of people in Somalia to leave their homes and livelihoods in search of food, in 2023 we worked closely with local organisation Juba Foundation to launch our first response in the country for 12 years.

Our work together with Juba Foundation in 2023 covered a lot of ground. With five consecutive failed rainy seasons causing mass migration within Somalia, we partnered with the foundation to deliver shelter materials including timber frames and tarpaulin for 3,500 people.



We gave people technical guidance, so more families could build safe shelters. And we distributed essential aid items together, including solar lights, kitchen utensils, water carriers and mosquito nets. All things people had told us would make the biggest difference.

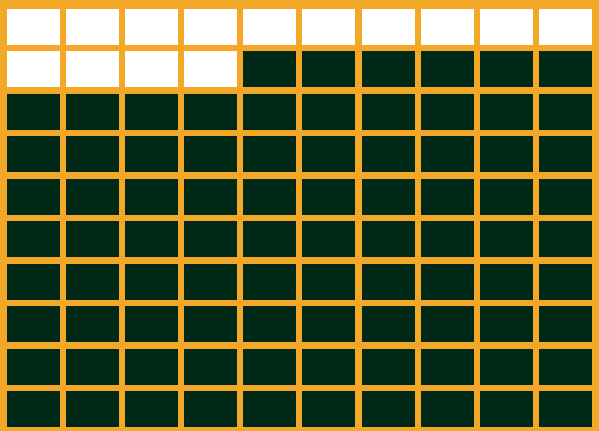
We also linked with Juba Foundation to advocate for people's rights to shelter. People on the move in Somalia are at constant risk of eviction. So together we worked with landowners and the local government to make sure more people had the right to remain for at least three or four years. It meant families could feel a greater sense of stability and dignity as they began to rebuild.

Then, in October 2023, we began working with Juba Foundation to support 10,000 people with more durable homes and toolkits to look after their shelters. When exceptionally heavy rains finally came, though, causing the worst flooding in 100 years on dry, hard ground, we shifted our focus to begin distributing emergency shelter, tarpaulin and rope. In everything we did, we were side-by-side with Juba Foundation, listening and learning together.

THANKS TO SHELTERBOX SUPPORTERS LIKE YOU:

100% of people said they were no longer living with the threat of eviction

93% of people said they could prepare food more easily



80% OF PEOPLE SAID THEIR LIVING CONDITIONS WERE SAFE, DIGNIFIED AND ADEQUATE



SOMALIA, DROUGHT

NUTRA

"THE NEW SHELTER PROVIDES US WITH STABILITY, AS WE HAVE BEEN GUARANTEED TO REMAIN HERE FOR AT LEAST FOUR YEARS."

For Nutra, the new home she has built with support from ShelterBox is a stepping stone. Having been forced to leave her home and village with her children because of a chronic lack of food and water, she is now living in urban Baidoa. Her hope is that she can settle here, make sure her children receive an education, and start a business dyeing and sewing clothes. It's a role she hopes will both provide an income and give people's wellbeing a boost as they begin to rebuild.

"Our journey here was quite challenging, we had been struggling for three months. As we were travelling, we did not have much food and water and, when we arrived, some of my children were admitted to the hospitals because of malnutrition.

"Now we are fortunate to live in a spacious house, which is a significant improvement over the previous one. Before moving here, we felt uncertain about our future, and the fear of being forced to move again loomed over us."

As Nutra continues to settle in, household essentials she collected from ShelterBox are also proving increasingly useful. She still treasures being in place with the sense of security and stability her whole family had been searching for.

"I've been given some kitchen utensils, including pans, bowls, plates, ropes and spoons," she says. "Also, we can now go to the toilet at night – without fearing the dark."

SHELTERBOX AND SUSTAINABILITY IN 2023

We've continued our environmental journey in 2023, seeking both to understand our impact and find ways to reduce it.

We know from last year's first baseline emissions inventory that we need to focus our attention on reducing the environmental impact of our shelter equipment. As a result, our recent tenders have included requests for sustainable shelter alternatives, as well as listing required environmental criteria. When we complete those tenders in 2024, our aim will be to procure equipment with the best possible environmental credentials.

We are, however, finding the market slow to respond to environmental innovation. With that in mind, we have joined a project to review the environmental impact of our tents and assess more sustainable alternative components and means of production. We have also been invited to take part in an expert advisory panel led by the Climate Action Accelerator group. The panel is being run with the International Committee of the Red Cross and the EPFL Tech Centre, and will assess the full environmental impact of the most commonly used humanitarian items. The project's aim is to generate better data to help improve programme design, decision making and emissions inventories in our sector. We're looking forward to being part of it and seeing the results.

Investing, partnering and recruiting for a better future

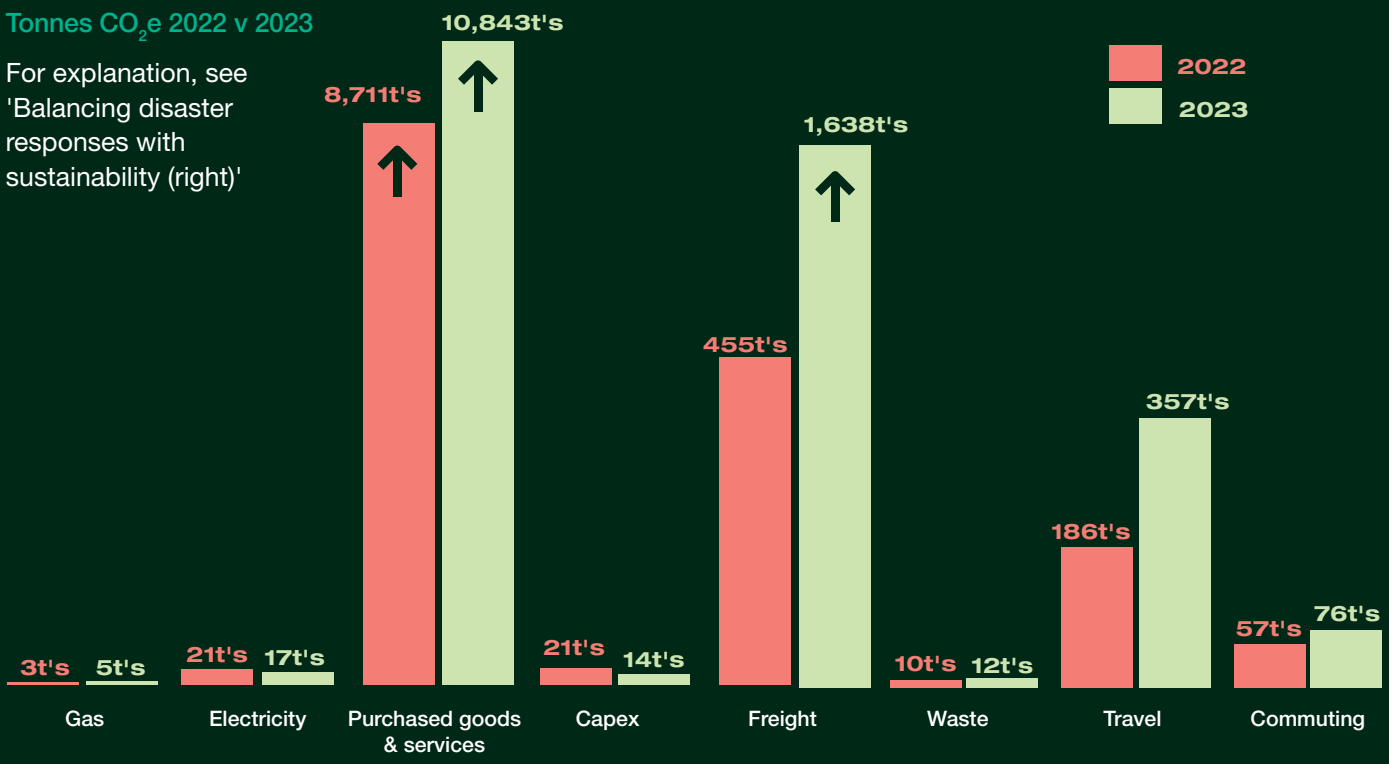
Where organisations and individuals choose to place their investments can play a key role in climate change mitigation. So, during 2023, we invested our free reserves into the Cazenove Charity Sustainable Multi Asset Fund.

This fund takes an environmentally proactive approach, ensuring we don't invest in destructive industries. 67% of the fund's holdings are placed with companies that are leaders in sustainability and 27% materially contribute to solutions that further the UN sustainable development goals.

The fund's portfolio also has a carbon intensity score that is 71% less than the sector benchmark. It includes 18% more companies with a human rights policy than the benchmark

Tonnes CO_2e 2022 v 2023

For explanation, see 'Balancing disaster responses with sustainability (right)'



Our 2023 greenhouse gas inventory

Item	t/CO_2e	% of Total	kg/CO^2e per HH Supported	Yr on YR Change
Scope 1: Gas consumption	5	0.04%	0.08	143%
Scope 2: Electricity consumption	15	0.11%	0.22	10%
Scope 3 emissions:				
Category 1: Purchased goods and services	10,843	83.66%	163.32	61%
Category 2: Capital goods	14	0.10%	0.20	-22%
Category 3: Fuel and energy related activities	2	0.02%	0.04	-20%
Category 4: Upstream transportation and distribution	1,638	12.64%	24.67	366%
Category 5: Waste generated in operations	12	0.09%	0.18	49%
Category 6: Business travel (staff travel)	357	2.75%	5.37	148%
Category 7: Employee commuting	76	0.59%	1.14	72%
	12,960	100.00%	195.22	77%

and 8% more companies with significant gender diversity on their boards. And the fund is also generating healthy income for the charity, which we hope to use to fund our environment strategy – creating a virtuous economic circle.

During 2023, we also continued our partnership with Ramboll, the global engineering, architecture and consultancy company. Ramboll offers ShelterBox extensive pro bono advisory support and has a strong commitment to sustainability. In fact, its mission statement is to 'create sustainable societies where people and nature flourish'.

In 2023, the company assisted with our environmental tender criteria and our assessment of our humanitarian aid. We are extremely grateful to Ramboll for its continued support. Additionally, we are also recruiting a sustainability manager and supporting a related apprenticeship. Both initiatives will augment our work in this area.

Balancing disaster responses with sustainability

Our 2023 emissions report highlights the challenge we face to deliver on our mission while reducing our environmental impact. Emissions per household we supported increased 77% year-on-year, driven purely by the nature and locations of disasters we responded to.

Our first and foremost priority has to be supporting those without shelter after disaster, and that will inevitably have environmental impacts. In 2023, our emergency responses in Turkey, Chad and Morocco all involved carbon-intensive modes of shelter and required heavy loads of freight to be flown over long distances. Just four flights as part of these responses generated 10% of our total emissions for the year.

Looking to the future, our emissions reports will continue to get more accurate every year as we assess the impact of our aid and keep learning as part of the Climate Action Accelerator Group. This will enable us to analyse trends over time and identify opportunities for progress. We are already seeking to minimise our air freight and have developed a network of prepositioning warehouses across the globe. Our ambition is to rely more on sea freight from these warehouses, though we will never reject air freight as a mode of transport when an emergency response demands it.

We are also continuing to reduce unnecessary packaging, building on previous years' efforts. This will reduce the weight of our core items and have a positive impact on our freight emissions.

Delivering sustainability will always be a balancing act, but our responses cannot come at any cost. We owe it to the people we work with not to magnify the root causes of climate change through our actions. We look forward to meeting this challenge in 2024 and beyond.

HOW OUR SUPPORTERS WENT ABOVE AND BEYOND IN 2023

United by the shared belief that no person should be without shelter after disaster, ShelterBox supporters came together in 2023 to give more than ever before.

As millions of displaced people worldwide braced themselves for the freezing winter months, our end-of-year appeal featured one clear message – 'Help people stay warm and stay alive this winter'. It definitely cut through.

Our amazing individual donors, community fundraisers, partners and philanthropist supporters gave over £500,000, making this our most successful end-of-year appeal ever. Muafak, a Syrian father of six, (pictured on page 2 of this report), shared his story through the appeal, vividly explaining the impact that finding shelter with support from ShelterBox can have.

"My feeling was like a person who fell into a hole and got out. When I see my children sleeping while they are warm and not hungry, I feel happy. We live in a tent that laughs."

There was also plenty of laughter at our December carol concert at Truro Cathedral, when over 700 people came together to raise funds and sing seasonal favourites. A fire alarm meant the audience briefly had to leave the historic building, but everyone carried on singing under the starlight – their festive spirits as high as ever.

Another record-breaking year for our partnerships

In 2023, our amazing network of supportive companies, trusts, foundations and philanthropists once again donated more than ever before – an incredible £2.3 million. That generosity means that – every single day – people worldwide are in a stronger position to rebuild after disasters, conflict and climate crisis. Saying thank you doesn't begin to sum up our gratitude.

These partners supported our responses across the globe, including donating over £750,000 after the devastating earthquakes in Türkiye and Syria.

They also made a critical difference to our responses to more protracted crises, including our work in the Lake Chad Basin in Cameroon and our support for families facing famine, drought and conflict in Somalia. And their flexible funding was vital as we continued to grow.

Private sector partners also generously donated their time and expertise, as part of innovative partnerships. Examples included Ramboll, the global engineering and architecture consultancy, helping to develop our increasing focus on sustainability, and video production agency Bull & Wolf offering valuable support with our new brand film.

To every partner who was side-by-side with ShelterBox in 2023, thank you so much.

Why we love our Book Club members

Since the ShelteBox Book Club launched in 2018, members have now read 90,000 books and raised £1,250,000. For a £10 monthly subscription, members receive a book every six weeks and can join a community of 2,500 book lovers to share insights while fundraising for people after disasters – and we hear from a lot of very happy members, like Monique…

"ShelterBox Book Club is my favourite book club. They select a diverse and eclectic range of books for their readers while at the same time making such important relief work happen. Join them!"

Monique Roffey
Writer, lecturer, and activist

DAVID CELEBRATES HIS 80TH BIRTHDAY WITH A SKYDIVE FOR SHELTERBOX



DAVID'S LEAP FROM 15,000 FEET TOOK HIS COMMITMENT TO SUPPORTING PEOPLE AFTER DISASTERS TO A WHOLE NEW LEVEL - AND RAISED £2,300.

There simply isn't space here to thank all of the people individually who took on fundraising challenges for ShelterBox in 2023. If you were one of them, thank you for your brilliant effort.

But we do want to take time to celebrate the achievements of one fundraiser in particular. David Earl, from St Austell, chose to mark his 80th birthday by doing a tandem skydive for ShelterBox from Perranporth Airfield in Cornwall. No stranger to the skies, David spent 27 years as an RAF pilot before flying commercially. He also recently became a ShelterBox Ambassador, talking about our work to local organisations.

FUNDRAISING AND SUPPORTER CARE

Giving to ShelterBox should always be a positive experience. We are committed to fundraising in a way that is legal, open, honest and respectful, upholding the standards we set in our Supporter Promise, which explains how we work and the service our supporters can expect. We are registered with the Fundraising Regulator and work to the Code of Fundraising Practice.

ShelterBox raises funds from individuals, groups and through partnerships with organisations. We engage with and support the public to make either one-off or regular donations, through TV, radio, digital, print and outdoor advertising. Alongside this, we keep our supporters up to date with the work they support and opportunities to donate through a programme of direct mail and email.

We are also supported by gifts from supporters who generously remember us in their Will, and by the amazing efforts of members of the public who raise funds in aid of ShelterBox.

Anyone who chooses to fundraise for us and gets in touch is provided with all the necessary information and advice about holding events, data protection, risk assessments, collecting money and safeguarding.

We have a dedicated and knowledgeable supporter care team who go the extra mile to ensure we have two-way conversations with our supporters and fundraisers. The team is committed to making sure every interaction with ShelterBox is positive, and we review our fundraising activities in light of any feedback we receive.

Our quarterly complaints report monitors levels of supporter concern and helps us to improve practices where possible.

In 2023, we processed over 123,929 donations and received just 12 complaints. We always work hard to learn and improve.

We are committed to upholding our values and keeping our Supporter Promise. This includes when working closely with any third-party fundraising and fulfilment partners.

Our procurement policy ensures we carefully review potential partners and obtain value for money. We monitor performance to ensure agreed standards are met. This includes monitoring through call listening and spot-checking.

We review our work, and that of our partners, regularly and in response to specific feedback. There are currently no areas of non-compliance.

Our adults at risk policy outlines how we identify and protect supporters who may be in vulnerable circumstances, may need additional support to make an informed decision, or may not have the capacity to make the decision to donate.

YOU CAN FIND OUR SUPPORTER PROMISE AND READ MORE ABOUT OUR GENERAL SAFEGUARDING APPROACH AT SHELTERBOX.ORG

TÜRKIYE, EARTHQUAKE

55,000 PEOPLE LOST THEIR LIVES AND SIX MILLION WERE DISPLACED



Aleu lives with her husband and two children, one-year-old Beste and four-year-old Boris, in Azurs district, Türkiye. When we first met with Aleu in March 2023, the family was sleeping in a small camping tent not big enough to fit the four of them. Now, they are sleeping in a tent provided by ShelterBox. One day they hope to have a more permanent home.

INTERNATIONAL INSPIRATION

ShelterBox is a global community with a shared purpose – no one without shelter after disaster. In 2023, our 14 affiliates worldwide reached more people and raised more money as they worked to build foundations for life.

There were so many highlights for our international affiliates in 2023. At ShelterBox USA, for example, the team raised $625,000 through their 'Evening to Experience ShelterBox'. Hosting the event, ShelterBox USA president Kerri Murray and ShelterBox Response Team member Bill Decker shared some of our most powerful stories from 2023. Kerri and Bill were both part of our response team after the Morocco earthquake in November, and their insights inspired both new and existing supporters to give generously.

It was a similarly positive story in the Netherlands, where an incredible 86% of Rotary clubs now donate to ShelterBox. This level of support helped generate net income of £988,000 – a record high.

In Australia, a multinational ShelterBox team came together at the Rotary International Convention in Melbourne to celebrate our 23-year partnership. We were proud to show our annual partnership film, and ShelterBox Australia CEO Mike Greenslade also shared his experiences as part of our response team in Morocco – helping to engage Rotarians even more closely with our work and impact.

In Germany, engagement with supporters kept growing and the team built closer links with ShelterBox in the UK to sharpen its focus on communications, PR and working with major donors. And in Sweden and Finland, ShelterBox affiliates successfully secured restricted funding to support more people in Ukraine.

In September, staff and volunteers from across the world gathered in Cornwall to attend our annual International Fundraising Conference. The event, which many delegates said was the best to date, saw our international teams come together to celebrate successes, share strategic business updates and create a collaborative forum to encourage knowledge sharing.



Shamal and her five children slept outside for many months after their home was swept away in the floods in Pakistan. ShelterBox and Islamic Relief worked together with the community to build durable shelters.



WORKING WITH OUR AFFILIATES WORLDWIDE, WE WILL KEEPING DOING MORE, WE WILL DO IT WELL AND WE WILL DO IT TOGETHER – BECAUSE SHELTER IS A HUMAN RIGHT

THE POWER OF PARTNERING WITH ROTARY

Rotary International has been by ShelterBox's side since our earliest days. Much of our work is made possible by Rotary members worldwide, who fundraise for us, spread the word about ShelterBox and play a critical role in our responses. Once again in 2023, we could work faster, more effectively and more closely with communities because of Rotary International's involvement.

Take our response to the Türkiye earthquake as just one example. After a series of powerful tremors struck the south of the country in February, more than 55,000 people lost their lives and six million were displaced.

The disaster response was led by the country's government, through AFAD, the Disaster and Emergency Management Authority. Rotary worked closely with AFAD to gain permission for ShelterBox to begin delivering emergency aid in affected areas. Through Rotary members' links not only with AFAD but with search and rescue organisations, logistics businesses, supply chain companies and local municipalities, we were able to get essential aid items moving far more quickly.

Within 48 hours of the first earthquakes, a ShelterBox team travelled to the affected regions of Adiyaman and Hatary with members of the Rotary Club of Istanbul and other local clubs. Together, we understood which shelter options were most suitable in different locations – from more durable containers in urban locations to tents in crowded rural settings.

Following a request from the Turkish Red Crescent, we rapidly shipped 500 tents to the country from our Panama warehouse, again with support from Rotary International.

And, once the tents arrived, we joined with Rotary members to deliver 'train the trainer' sessions, so more people could show others how to safely set up and maintain their shelters.

It was a similar story of wide-ranging support in Morocco, after September's earthquake struck south-west of Marrakech. Local Rotary members helped speed up the process of getting aid into the country and supported our team to make vital connections. They also worked alongside other local volunteers to pack aid items ready to be distributed. And one Moroccan Rotary member, Mo Sbai, put us in touch with a supplier who could deliver the special tent pegs we needed because the mountain ground was so hard.

Local clubs also visited affected villages and reported back to help us focus our response in the places where need was highest. And as the weeks passed after the initial response, Rotarians continued supporting affected communities by providing food, warm clothing and hygiene kits.

These are only two examples of our work with Rotary International in 2023. Our partnership is practical, purposeful and powerful – and built on a shared belief that shelter is the foundation for life.

IN COLLABORATION WITH ROTARY, OUR RESPONSE IN TÜRKIYE SUPPORTED MORE THAN 12,500 PEOPLE, WITH MORE THAN:



2,500 UN FAMILY TENTS

6,000 MATTRESSES

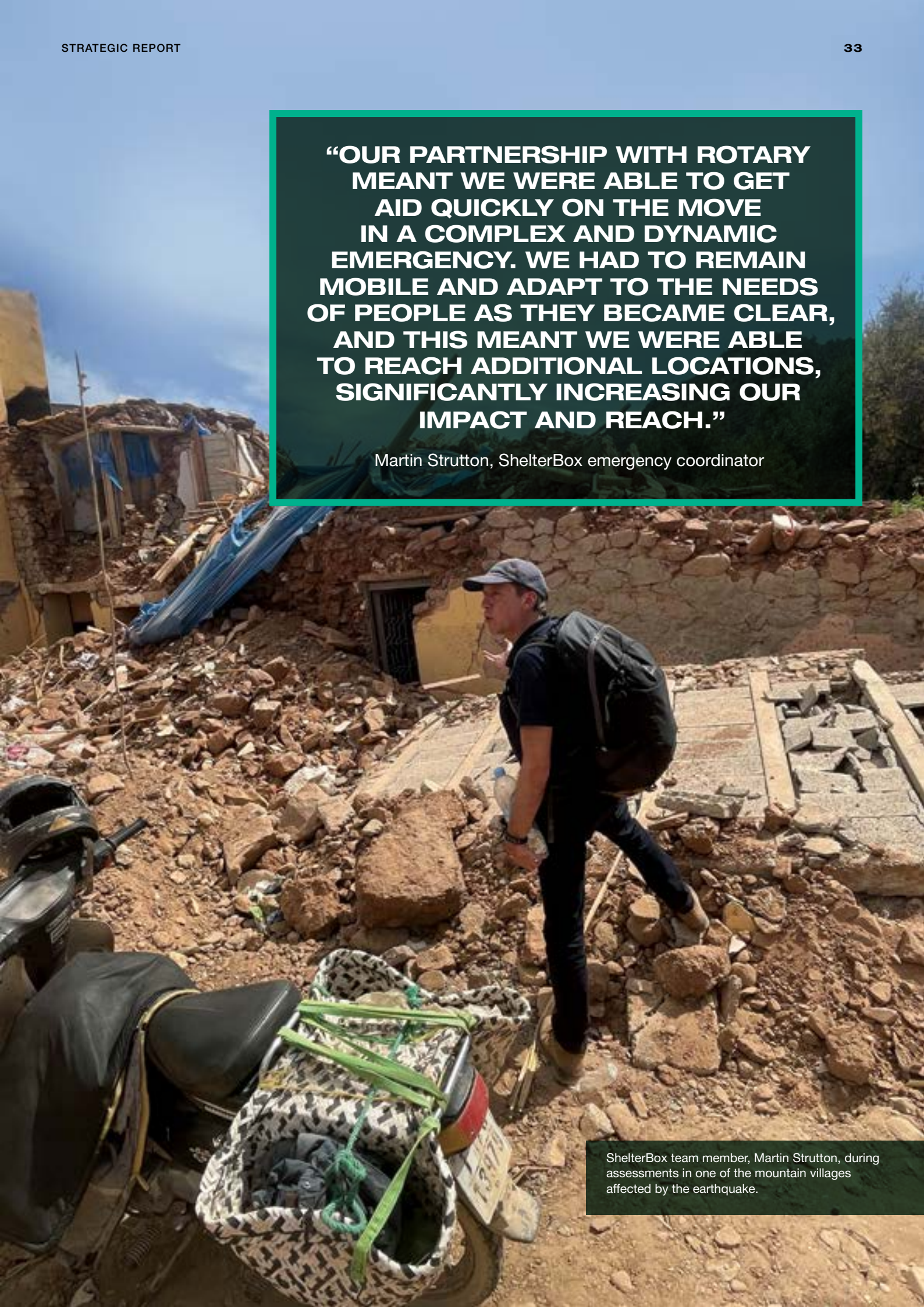
8,000 BLANKETS

1,000 SOLAR LIGHTS

2,000 HYGIENE KITS

“OUR PARTNERSHIP WITH ROTARY MEANT WE WERE ABLE TO GET AID QUICKLY ON THE MOVE IN A COMPLEX AND DYNAMIC EMERGENCY. WE HAD TO REMAIN MOBILE AND ADAPT TO THE NEEDS OF PEOPLE AS THEY BECAME CLEAR, AND THIS MEANT WE WERE ABLE TO REACH ADDITIONAL LOCATIONS, SIGNIFICANTLY INCREASING OUR IMPACT AND REACH.”

Martin Strutton, ShelterBox emergency coordinator



ShelterBox team member, Martin Strutton, during assessments in one of the mountain villages affected by the earthquake.

RAISING THE VOICES OF THE PEOPLE WE SUPPORT

Reaching millions online and in the media

By sharing stories about our work with the widest possible audience, we not only help more people connect with ShelterBox, we also spread understanding of the issues faced by communities after disaster and the central role shelter plays in recovery. In 2023, our communications and PR teams made sure our stories were heard far and wide.

We gave 127 media interviews in the UK, on outlets from CNN to the BBC World Service and from the Financial Times to GB News. If we put all of our media clippings in one place, it would be bursting with over 2,400 stories, covering the breadth of our work across the globe.

Our Disasters Aren't Natural campaign also got picked up by the Press Association, which led to coverage in around 165 titles online and in print. Our CEO Sanj Srikanthan and Head of Emergency Response Alice Jefferson also helped to explain why we need to lose the word 'natural' from our climate conversations on regional radio interviews.

Online, our combined reach for the year was 50 million – way beyond the 36 million we set as our target. Our new brand was part of this success, with updated graphics and a unified visual style helping to build our recognition on social media and bring more people to our website. In total, our online traffic increased 141%, compared with 2022.

And we remained privilege to have the support of so many high-profile figures. Imelda Staunton CBE, Mark Austin, Steve Backshall, Quentin Blake, Chris Packham, Dame Judi Dench, Dawn French, Stephen Fry, Gary Lineker, Dame Joanna Lumley, Simon Reeve and Ben Zand all took action with ShelterBox last year. We owe all of them a huge thank you.

Our 'Disasters Aren't Natural' campaign urged people to think about disasters differently.





BRINGING PEOPLE CLOSER TO OUR BRAND

In 2023 we sought to connect our supporters with our work around the world and to amplify the voices of the people we support.

AS PART OF OUR 2023 BRAND PROJECT, WE ALSO DEVELOPED A NEW FILM TO COMMUNICATE OUR WORK AND SHOWCASE OUR NEW VISUAL STYLE.

Scan me to watch the film







Imelda Staunton featured in our end of year campaign reading our story 'In the cold night' illustrated by Karen George.

We focussed on developing high-quality stories, bringing to life the lives of people connected to our responses in more than a dozen locations. This included sharing experiences from families in Pakistan, Yemen, Türkiye and Syria, as well as stories from our partners and team members in several other countries.

In Cameroon, we developed an innovative storytelling project with a community in Minawao camp. Together, we created a fundraising campaign and developed stories to share with our supporters.

We also developed a bold new video to support our Disasters Are Not Natural campaign, with our CEO Sanj Srikanthan speaking direct to camera and asking people to stop thinking there is anything natural about the impact of the climate crisis. We backed up this message with animated information films from leading geologists, and we also boosted our campaigns throughout the year with videos featuring celebrities including Mark Austin, Stephen Fry and Joanna Lumley.

Another film, 'In the Cold Night', narrated by Imelda Staunton and illustrated by Karen George, told the story of one child's experience of being caught up in a disaster – and showed the impact ShelterBox supporters can have. Used to support our end of year fundraising in several countries, the film has been seen by 250,000 people and it won. A Bronze award at the Charity Film Awards.

And we also refreshed our written brand in 2023 to include more up-to-date descriptions of who we are and what we do. We updated our visual identity to better communicate the way we work and to improve accessibility for all our supporters. And we developed an online brand hub, making it easier for colleagues worldwide to access our guidelines, assets and templates.

FINANCIAL REVIEW OF 2023

In the middle of an ongoing cost of living crisis, it's a testament to the determination of our supporters and our fundraisers that our income in 2023 – £26.2 million – was the highest it's ever been. This was £9 million – or 53% – ahead of our budgeted income of £17.1 million. We're so grateful to everyone who donated, raised money, volunteered and helped spread the word about our work.

Total charitable spend of £19.2 million was also the highest it's ever been, as we reached over 325,000 people in 14 countries. This reach figure was slightly less than in 2022, when we had largescale responses in the Philippines and Ukraine and needed to distribute aid packages containing smaller items – like tarpaulins and hygiene kits – to large numbers of people.

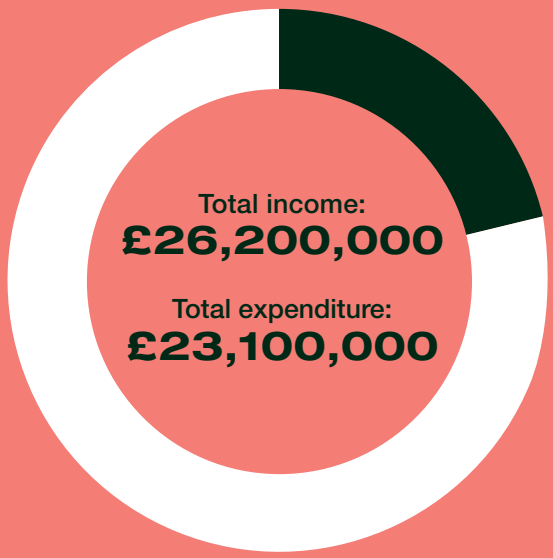
In 2023, the needs of people in places including Türkiye, Syria and Morocco were different. Here, the most effective response was to provide full emergency shelter aid packages – including large items like tents – to affected communities, and this meant our reach reduced.

As we continue to grow, we hope to see the number of people we support each year continue to increase. But our focus will always be on delivering the right aid at the right time to every community where we work, so more people are able to build a better future.

With our total spend of £23 million and fundraising costs of £3.9 million, our charitable expenditure ratio for 2023 was 84%. As timings of major disasters can have a distorting effect on an individual year, we report our charitable spend ratio as a three-year average. The three-year average ratio to 2023 is 78%.Our performance in 2023 means we are moving through our current strategic period with confidence and in a financially stable position.

We are well placed to push forward with our ambitious plans to increase our impact and reach, because no one should be without shelter after disaster.

16%
Expenditure on raising funds: £3.9m



84%
Expenditure on charitable activities: £19.2m

Income
2023 was the second year of ShelterBox's five-year strategy. The strategy requires ambitious growth, but in years one and two the growth experienced by ShelterBox has far exceeded our goals.

Thanks to our supporters' incredible generosity in support of our responses in Türkiye, Syria, Libya, Morocco and elsewhere, our income grew from £14 million in 2021 to £22 million in 2022 and £26 million in 2023.

Investments
During 2023, ShelterBox invested funds with Cazenove Capital. ShelterBox and Cazenove established two investment portfolios in July 2023 – a short-term fund and a long-term fund.

The long-term fund is invested with a planning horizon in excess of five years. This fund has been set up to hold the target level of free reserves as set out in our reserves policy. As described in the reserves section in this report, this reserve is held to accommodate risks

that might arise in the future and thus has an indefinite time frame. The target return for this is CPI plus 4%. This target was exceeded in the six months ShelterBox held these investments.

The long-term fund is held in the Cazenove Charity Sustainable Multi-Asset Fund.

The short-term fund holds reserves that will be drawn down and used in less than five years. This represents cash held in excess of the immediate needs of ShelterBox. The short-term fund aims to offset the effect of inflation and is held in a number of liquidity funds selected by Cazenove. Investments must comply with ShelterBox's ethical requirements within the investment policy.

Grants
We paid £5.8 million (2022: £4.1 million) in grants in 2023. Grants are paid when a binding commitment has been made with a partner organisation and they have met the requirements set out in the agreement. Working in partnership with organisations who share our mission is a key part of our strategy, allowing us to do more, do it well and do it together. Our partners help provide support to communities in some of the most remote and dangerous conflict zones around the world. More details and a list of partners can be found in Note 4 to the accounts (Pg 58).

Stock
ShelterBox aims to hold enough pre-positioned stock for us to respond quickly in emergencies without lengthy waits for aid items to be manufactured or transported. As we grew during 2022 and 2023, the trustees approved a new target level of stock commensurate with the increased scale of our activities. The increased holding was approved in December 2023 and stock levels will be increased during 2024.

Reserves
The trustees of ShelterBox quote a total target level of reserves of £13.8 million. This £13.8 million consists of a target of £5.5 million free reserves to accommodate the charity's risks, a £6.3 million designated fund for the necessary rolling stock balance and £2.0 million that represents cash requirements and fixed assets.

ShelterBox's target level of free reserves is £5.5 million. This has been calculated after reviewing the corporate risk register and is designed to provide ShelterBox with sufficient resources to respond to and overcome residual risk after considering risk mitigation through insurance or other provisions or processes.

The calculation of the target level of free reserves is reviewed and approved by trustees each year when setting the annual budget, to make sure this target level remains appropriate.

By the nature of the aid that ShelterBox provides, the charity holds and distributes large values of stock. Trustees have stipulated that the charity must maintain a designated fund to accommodate ShelterBox's permanent stock requirements.

Part of our permanent stock balance represents a rolling balance of stock, already allocated to responses, that is in the process of being distributed. The remainder of the stock balance is pre-positioned stock, placed in warehouses at strategic locations around the world. Holding pre-positioned stock is important as it significantly reduces the lead time for ShelterBox to respond after an emergency.

As ShelterBox has grown significantly in the last two years, in 2023 the trustees increased the target holding level of stock and the associated designated fund from £4.5 million to £6.3 million. This was approved in late 2023, and purchases will be completed during 2023 to increase stock levels.

ShelterBox reserves total was £23.4 million at the end of 2023. This is £9.6 million in excess of the target level of reserves. As discussed above, ShelterBox has seen significant growth in the past two years. ShelterBox has set deficit budgets for 2024 and 2025 to consume excess reserves while keeping annual response costs at a consistent level between 2024 and 2026.

The current high levels of reserves is due to large scale fundraising events in 2022 and 2023, including for the start of the Ukraine conflict and Türkiye Syria earthquakes. Whilst we responded at scale in the immediate emergency stages of both disasters, it takes time to plan and spend all of the funds raised. It took more than a year to complete both responses in complex and challenging operating environments. This means we see temporary increases in reserves where fundraising income registers in one year and spending occurring across subsequent years.

PEOPLE

Supporting our staff

In 2023, we introduced a new pay framework to make sure pay at ShelterBox reflects and compares well to external benchmarks. The framework also makes it easier for everyone at ShelterBox to see how they can progress in their roles.

The same can be said for our new annual review process – the Personal Growth Plan – which was developed in 2023 and will launch early in 2024. Created with a consultant who ran staff focus groups and feedback sessions, the process will help colleagues to identify and progress towards their personal goals, and to see their role in delivering on our strategy.

We're determined to keep improving support for all our colleagues, and we also relaunched our annual staff survey in 2023 to make sure we're focusing on the right areas. It covers a lot of ground, exploring how staff feel about their role, their team, their manager, their learning, their development, their health and wellbeing and our office. The results will guide the people team's work in 2024, as we keep making every effort to give people the tools they need to excel in their roles.

Every person who volunteers for ShelterBox plays a critical role in our work. In the UK, 85 people now volunteer as ShelterBox ambassadors, including 12 recruited in 2023. Together with our volunteer district coordinators, they spread the word about ShelterBox to more than

30,000 PEOPLE

AT 212 COMMUNITY EVENTS LAST YEAR – AN INCREDIBLE EFFORT

Supporting our volunteers

As part of our ongoing support for our volunteers, we held our first volunteer conference in 2023, in Bristol. Feedback was extremely positive. And we recruited a volunteer development manager to oversee volunteering across the organisation. This includes supporting and engaging with our ShelterBox Response Team (SRT) volunteers, who assist with our overseas responses.

In 2023, that engagement included a review of the ShelterBox Response Team role. We wanted to make sure the role reflects who we are as an organisation today and can help us deliver on our strategy. So we consulted with every SRT volunteer and together created a new description of the role and new ways of working.

We're grateful to all 87 SRT members who continue to support our work in emergency and long-term disaster responses.

Focusing on equality, diversity and inclusion (EDI)

We launched our first global EDI survey in 2023, to build our understanding of how people see themselves and how we can offer the most effective support. This was the first time we had collected information from all of our trustees, staff, volunteers and response team members about their personal characteristics. The survey will play a big part in making sure our EDI work is always driven by data.

We used our findings to create a new EDI action plan for 2024, helping us to take focused action and measure our progress. We have also appointed an EDI and HR business partner to champion and support EDI across ShelterBox. And in 2024 we will create an organisational EDI statement, reaffirming our commitment to make ShelterBox a truly inclusive, diverse and equitable organisation.

Transforming our training

2023 was the busiest year ever for our learning and development team. They oversaw a whole new level of training for our international partners, as we kept working to create the culture of local collaboration that's at the heart of our strategy.



ShelterBox staff delivering training sessions with partners in Ukraine.

In total, our 62 training sessions and events meant we reached

1,039 PEOPLE

IN 2023 – AND DELIVERED 5,501 HOURS OF LEARNING

This included two pre-deployment training courses for 25 people, covering the core skills people need to stay safe when they join a ShelterBox response.

It also included new training programmes to enable our partners in Ukraine and Cameroon to increase their knowledge of humanitarian best practice. Covering everything from fundraising and financial management to safeguarding and warehouse management, these courses are designed to support partners to deliver more effective responses independently in the future. When we say we're working to address power imbalances in the global shelter system, we mean it.

Focusing on safeguarding

In 2023 we appointed a permanent safeguarding advisor to make sure safeguarding stays at the heart of everything ShelterBox does. Their role includes training our local partners to strengthen their own focus on safeguarding. All staff and volunteers also continued to receive safeguarding training.

2024 STRATEGIC PRIORITIES

Our five-year strategy sets out the organisation we want to be in 10+ years and the roadmap needed for the period until 2027. It helps us deliver on our mission in the most effective way. We have a range of exciting work planned for 2024 to help deliver on our strategy. During 2024, we will:

DO MORE

- Further embed our international programmes strategy and theory of change (read more on pages 12-17), including through a number of in-depth country reviews with partners to develop engagement and increase impact.
- Investigate ways to diversify our income, including increasing institutional funding.
- Develop and grow our philanthropy advisory board and deliver our powerful annual International fundraising conference.
- Launch a new website to ensure we maximise reach and engagement with our suporters.

DO IT TOGETHER

- Continue to research innovation of our shelter offering, to not only find more sustainable options (see pages 24-25) but also to ensure we are adapting our responses to match challenges the communities we work with are facing.
- Continue to focus on the provision of cash in more of our responses.
- Work to enhance our core systems through a business systems transformation project.

DO IT WELL

- Expand our toolkit to support new processes for global- and country-level emergency preparedness plans.
- Reassess quality and inclusion in our responses and drive the development of our Equality, Diversity and Inclusion strategy.
- Define how we can co-create and co-deliver projects with our partners (see pagebpages 22 and 32).
- Raise the voices of the communities we work with, through innovative and interesting communications and fundraising projects.

UKRAINE, CONFLICT

SHELTERBOX HAS SUPPORTED OVER 100,000 PEOPLE, OVER FIVE DIFFERENT PROJECT PHASES



After the conflict began in Ukraine, Tatiana's home was left in ruins. She began to rebuild by making her garage safe to live in, and ShelterBox supported Tatiana with a stove and fuel to help her survive the cold winter.

PROJECT 5 HAS SUPPORTED MORE THAN 35,000 PEOPLE (14,000 FAMILIES) WITH:

- WINTER CLOTHING
- SOLID FUEL STOVES
- HIGH THERMAL BLANKETS
- SOLAR LIGHTS
- 10L WATER CARRIERS
- SLEEPING BAGS

STRUCTURE, GOVERNANCE AND MANAGEMENT

Principal risks and uncertainties

ShelterBox is exposed to a range of risks and operates in high-risk environments. The board of trustees is ultimately responsible for risk management within ShelterBox. While it is not possible to eliminate risk, the Board has adopted a risk management framework.

The risk management process is used to identify, assess, monitor, mitigate and report on risk and makes use of risk registers. Risks are identified within individual teams and the executive team identifies those risks that are included on the corporate risk register. The corporate risk register is reviewed on a quarterly basis by the people and risk committee of the board. The ShelterBox board monitors internal controls and procedures, along with the effectiveness of these controls, and as a result has not employed an internal auditor. The board also monitors the independence of our external auditors with reference to common practice and sector guidance.

Major risks

The main risks identified, and the measures taken to mitigate them, are:

Global economic risk: The conflict in Ukraine and the ongoing recovery from the effects of the COVID 19 pandemic continue to have a significant impact on the global economy. High inflation rates have continued to increase the costs of both aid items and transport, resulting in an overall rise in the cost of conducting a response, and impacting our ability to work to agreed budgets. The situation has affected the income of supporters, which may impact individual and corporate donations in the future.

Mitigation: Increased monitoring of revenue and costs and monthly meetings of global fundraising leadership teams. We have placed additional focus on retaining existing supporters and further developing income streams less likely to be impacted. Our income has been boosted by the generous supporter response to multiple large-scale emergencies in 2023. There has been no reduction in income to date, but these headwinds are expected to last for some time and the board continues to monitor this.

Geo-political risk: Conflict, increased costs, access to areas and supply chain risk, including disruption to global or regional logistics, particularly as a result of incidents in the Red Sea, impairing ShelterBox's capacity to deliver aid in a timely manner.

Mitigation: Continued monitoring of the security situation in relevant countries, including the use of multiple sources of security information. Enhanced safety and security planning. Close liaison with partners, freight forwarders and suppliers to allow for longer lead times. Consideration of regional and national suppliers to reduce shipping requirements.

Business systems transformation: ShelterBox is working to enhance core systems through a business systems transformation project. Failure to achieve the expected enhancements may impact our future ability to work efficiently.

Mitigation: Thorough, dedicated project managers and adequate resourcing while continuing with business as usual.

Financial risk: Cost of living risk from major donors, reduction in income or increased costs, impacting our ability to achieve our objectives.

Mitigation: We continue to work on diversifying our income sources, developing our fundraising capacity and improving budgeting, forecasting and monthly reporting on income and expenditure. We have enhanced our management of project pipeline and timeframes and regional programme strategies to provide a wider range of projects to support programme delivery. We monitor our actual and forecasted financial performance continuously and maintain adequate financial reserves.

Safety and security risk: Due to geo-political tensions, there is an elevated risk of a serious operational incident impacting the safety or security of our staff, partners of the people we work for.

Mitigation: We have developed a comprehensive safety and security handbook, which includes travel management and support, operations and programme security, security awareness and capacity building and crisis management.

International security and medical assistance services are available to our teams globally on a 24/7 basis. We have reviewed and updated our response team training, safety and security planning, deployment evaluations, enhanced risk assessments and critical incident management planning and training. We have a crisis management plan and carry out training and scenarios to continually develop our ability to deal with an incident.

Safeguarding risk: A safeguarding incident involving beneficiaries, volunteers or staff.

Mitigation: We conduct background checks on all relevant staff. An organisational safeguarding policy is in place, regularly reviewed and updated, alongside mandatory training for volunteers and staff and additional training for safeguarding focal points. A safeguarding specialist is employed to oversee safeguarding issues within ShelterBox, keep our policy, procedures and training under review and assist with due diligence on partners.

We work with partners and local communities to provide an effective mechanism for staff, volunteers, partners and members of the local community to raise any safeguarding concerns and include details of our complaints and feedback mechanism and whistleblower channels.

Operational risk: We fail to protect ShelterBox against fraud or corruption.

Mitigation: Our finance manual, operational policies, anti-money laundering and counter terrorist financing policy, and anti-bribery and corruption policies include procedures to reduce the risk of financial crime. In addition to the policies, mandatory training is conducted by staff on anti-bribery and anti-money laundering to ensure knowledge is held across the organisation. Due diligence and sanctions checks are conducted on all partners and suppliers with particular focus on finance and procurement policies. Our whistleblower policy is regularly reviewed and updated, and an independent whistleblowing service is in place.

Cyber risk: A serious data breach or cyber security incident occurs.

Mitigation: We have established a cyber security working group to raise awareness and reduce our exposure to cyber threats. We have improved policies and procedures, increased security controls, use phishing tests and provide mandatory staff training on data protection and cyber security. We have enhanced the tools and processes put in place to identify and attempt to block active threats, including email filters, multi-factor authentication and penetration testing. We have adopted processes to isolate and contain any successful attacks and reduce their impact.

Reputational risk: Reputational damage, leading to a loss of stakeholder support and income.

Mitigation: Adoption of, and adherence to, clear values, operating to internationally recognised humanitarian standards, and compliance with a code of conduct and ethical fundraising guidelines. Policies across the organisation are reviewed for effectiveness and updated as required, including those dealing with safeguarding, whistleblowing, complaints and data protection and we provide training of volunteers and staff. We carry out due diligence on suppliers and partners and implement monitoring and evaluation of our programmes.

People risk: Management of change, resourcing, staff turnover and staff wellbeing.

Mitigation: We use employee engagement surveys to identify any areas for improvement. We put in place a revised pay progression framework in 2023 and are introducing a revised personal development process in 2024, and offering additional training and development for staff, as well as management training. We also have a continued focus on staff wellbeing, as well as specialist support for Equality, Diversity, and Inclusion developments.

Regulatory risk: Increased complexity of legal and regulatory requirements.

Mitigation: Keeping our policies and procedures under review for effectiveness and updated as required. Enhanced compliance training across several areas, including safeguarding, Gift Aid, the fundraising code and data protection. Greater oversight of all fundraising compliance risks and ongoing development of safeguarding, EDI and data protection processes.

STRUCTURE

ShelterBox is a registered charity and a company limited by guarantee.

It is governed in accordance with its Articles of Association, which also set out its objects and powers. Each member of the charitable company undertakes to contribute £1 in the event of the company being wound up. There were 9 members as at 31 December 2023, each of whom was also a trustee; they have no beneficial interest in the company. The company number is 4612652 and the charity number is 1096479.

ShelterBox is governed by a board of volunteer trustees. The board is responsible for providing overall policy direction and for overseeing the management of the charity's affairs in accordance with its mission. The board is also responsible for compliance with UK charity and company statutory requirements.

Trustees are appointed, elected or re-elected for a fixed term in accordance with the articles of association. New trustees participate in an induction programme, covering all aspects of the role and the organisation, while trustee training and development is provided at quarterly board meetings. Trustees also attend occasional external conferences. The board continually monitors its composition and effectiveness of decision-making. The trustees then delegate the day-to-day running of the organisation to the chief executive and executive team.

Designated trustees and managers serve on committees, which meet quarterly and have terms of reference approved by the board. There are currently three committees, the finance and fundraising committee, the programme delivery and quality committee and the people and risk committee. The decisions made by the trustees are predominantly at a strategic level, whilst the committees provide further scrutiny within their respective areas.

A wholly owned subsidiary, ShelterBox Trading Limited, undertakes certain trading activities relating to ShelterBox. ShelterBox Operations Philippines, Inc. (SBOP) is a non-stock, non-profit company registered in the Philippines and undertakes charitable activity in the Philippines. SBOP is deemed a subsidiary by virtue of ShelterBox Trust and senior employees of ShelterBox Trust comprising the majority of the members of the company.

Public benefit

As a charity, we have a duty to operate for the public benefit. We do this by undertaking activities designed to meet our charitable objectives of providing on a worldwide basis humanitarian relief, aid and assistance for the benefit of people in charitable need affected by, or vulnerable to, disaster or other events, particularly by providing shelter. The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Volunteers and staff

Hundreds of volunteers have continued to help this year, including fundraising, administration and speaking at events, without which ShelterBox would be unable to operate. Due to the scale and variety of work carried out by volunteers, it is not practicable to attach a value to this contribution. Key management salaries are benchmarked against similar roles in the sector and set within permitted bands in accordance with the ShelterBox pay structure.

Structure disclosure to auditor

The trustees in office at the date of approval of this Trustees' Annual Report confirm that, so far as they are each aware, there is no relevant audit information of which the charity's auditor is unaware and each trustee has taken all the steps they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

in respect of the Trustees' Annual Report and the financial statements

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

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

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution.

They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



LEO SKYNER
Hon. Treasurer

Date: 23 September 2024

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

James Sinclair Taylor (Chair)

Claire Goudsmit (Vice Chair)

Leo Skyner (Hon. Treasurer)

Yinka Babalola

William Decker (ceased 9 April 2024)

Steven Horan

Michelle Jeuken

Rowan Johnson (ceased 4 March 2024)

George Pennock

Karl Shuker (ceased 7 December 2023)

Executive team

Chief Executive Officer, Sanj Srikanthan

Chief Operating Officer, Natasha Eden (started April 2024)

Director of International Programmes, Euan Crawshaw

Director of Finance, Michael Collins

Director of People, Ruth Evans

Director of Fundraising and Communications, Lisa McCormack (started March 2024)

Director of Fundraising and Communications (job share), Robyn Cummins (resigned May 2023)

Director of Fundraising and Communications (job share), Harriett Roberts (resigned August 2023)

Interim Director of Fundraising and Communications (job share), Alice Byron (May 2023 to March 2024)

Interim Director of Fundraising and Communications (job share), Michelle Saxby-Jane (August 2023 to March 2024)

Auditor
Crowe UK LLP
4th Floor
St James House
St James Square
Cheltenham
GL50 3PR

Registered office and Principal office
Falcon House
Charles Street
Truro
TR1 2PH

Company number
4612652

Charity number
1096479

Legal advisers
Foot Anstey LLP
Senate Court
Southernhay Gardens
Exeter
EX1 1NT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SHELTERBOX TRUST

Opinion

We have audited the financial statements of Shelterbox Trust ('the charitable company') and its subsidiaries ('the group') for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2023 and of the group's income and expenditure, for the year then ended;

have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SHELTERBOX TRUST

company law, for the financial year for which the financial statements are

prepared is consistent with the financial statements; and

the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

adequate and proper accounting records have not been kept; or

the financial statements are not in agreement with the accounting records and returns; or

certain disclosures of trustees' remuneration specified by law are not made; or

we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 45, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and The Charities Act 2011 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered

in this context for the UK operations were Charity Commission regulations, General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation and Employment legislation. We also considered compliance with local legislation for the group's overseas operations.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



TARA WESTCOTT
Senior Statutory Auditor

For and on behalf of
Crowe U.K. LLP
Statutory Auditor
St James House, St James Square,
Cheltenham, GL50 3PR

Date: 25 September 2024

FINANCIAL STATEMENTS

Consolidated Statement of Financial Activities for the year ended 31 December 2023

	Note	Unrestricted funds 2023 £000	Restricted funds 2023 £000	Total funds 2023 £000	Unrestricted funds 2022 £000	Restricted funds 2022 £000	Total funds 2022 £000
INCOME FROM							
Donations and legacies	2	12,713	12,352	25,065	7,474	14,293	21,767
Charitable activities		-	494	494	8	261	269
Other trading activities		164	-	164	205	-	205
Investments		423	-	423	37	-	37
Other income		6	-	6	1	-	1
TOTAL INCOME		13,306	12,846	26,152	7,725	14,554	22,279
EXPENDITURE ON							
Raising funds		3,765	90	3,855	3,180	379	3,559
Charitable activities		2,979	16,230	19,209	1,631	12,365	13,996
Unrealised (gains)/losses on investments	9	(115)	-	(115)	-	-	-
TOTAL EXPENDITURE	3	6,629	16,320	22,949	4,811	12,744	17,555
TRANSFER BETWEEN FUNDS							
Net movement in funds		6,677	-3,474	3,203	2,914	1,810	4,724
RECONCILIATION OF FUNDS							
Total funds brought forward		13,098	7,096	20,194	10,184	5,286	15,470
Net movement in funds	14	6,677	(3,474)	3,203	2,914	1,810	4,724
TOTAL FUNDS CARRIED FORWARD		19,775	3,622	23,397	13,098	7,096	20,194

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure are derived from continuing operations.

The notes on pages 53 to 70 form part of these financial statements.

Company number 4612652

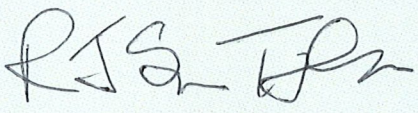
Charity number 1096479

Balance Sheets as of 31 December 2023

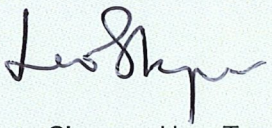
	Note	Group 2023 £000	Group 2022 £000	Charity 2023 £000	Charity 2022 £000
FIXED ASSETS					
Tangible assets	8	103	155	93	144
Investments	9	13,030	-	13,031	1
TOTAL FIXED ASSETS		13,133	155	13,124	145
CURRENT ASSETS					
Stocks	10	4,379	4,933	3,745	4,351
Debtors	11	2,429	1,610	2,402	1,613
Short term deposits	12	2,930	11,786	2,930	11,786
Cash at bank and in hand	12	2,608	2,314	2,443	2,249
TOTAL CURRENT ASSETS		12,346	20,643	11,520	19,999
Creditors: amounts falling due within one year	13	(2,082)	(604)	(2,072)	(659)
NET CURRENT ASSETS		10,264	20,039	9,448	19,340
NET ASSETS		23,397	20,194	22,572	19,485
CHARITY FUNDS					
Restricted funds	14	3,622	7,096	3,622	7,096
Unrestricted funds - designated	14	5,589	4,022	5,589	4,022
Unrestricted funds - general	14	14,186	9,076	13,361	8,367
TOTAL FUNDS		23,397	20,194	22,572	19,485

Net movement in funds for the parent charity was a gain of £3,087,000 (2022 gain of £4,735,000)

The financial statements were approved and authorised for issue by the Trustees on 23 September 2024. and signed on their behalf by:



James Sinclair Taylor – Chair



Leo Skyner – Hon. Treasurer

The notes on pages 53 to 70 form part of these financial statements.

Company number: 4612652

FINANCIAL STATEMENTS

Consolidated Statement of Financial Activities for the year ended 31 December 2023

	Note	2023 £000	2022 £000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided by/outflow from operating activities	17	4,106	1,965
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interests and rents from investments		423	37
Purchase of tangible fixed assets		(61)	(64)
NET CASH PROVIDED BY INVESTING ACTIVITIES		362	(27)
Change in cash and cash equivalents in the year		4,468	1,938
Cash and cash equivalents at the beginning of the year		14,100	12,162
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	12	18,568	14,100

ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice, Accounting and Reporting by charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) effective 1 January 2019, the Companies Act 2006 and accounting standards. The financial statements are prepared in pound sterling which is the functional currency of the charity and group and rounded to the nearest £000. These financial statements include the results of the charity together with the results of all of the charity's subsidiaries, including those overseas.

The Consolidated Statement of Financial Activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements. See note 21 for details of the parent charity results for the year.

1.2 Going concern

The financial statements have been prepared on a going concern basis which the Trustees consider to be appropriate for the following reasons:

Our activities continue to grow strongly, supported by a loyal and experienced team. Demand for our work is higher than ever. Throughout 2023 income levels remained higher than expected and are projected to meet target in 2024. At the end of the reporting period, reserves were in a strong position and, with ongoing fundraising work, are expected to be able to deliver against planned programmes and contingencies in the forthcoming year.

Consequently, the Trustees are confident that the Group and the charity will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements.

1.3 Fund accounting

Unrestricted funds are the funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds which have been set aside by the Trustees for particular purposes.

Restricted funds are funds which are to be used for specific purposes laid down by the donor. The costs of raising and administering such funds are charged to the funds.

1.4 Income

Income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, receipt is virtually certain and the amount can be measured with reasonable certainty. Income is only deferred where the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period. The specific policies adopted in relation to the main categories of income are as follows:

- Donations and grants, including from ShelterBox affiliate organisations, are recognised in the period in which they are receivable. Income from grants are recognised only when the charity had entitlement to the funds and it is probable that any conditions can be met. Entitlement to legacies is treated as arising once notification by the executors is received and the value can be measured reliably.
- Gifts in kind, such as donated transport, are recognised where the benefit is quantifiable and the cost is borne by a third party. An equivalent amount is recognised as expenditure within the statement of financial activities.
- ShelterBox benefits from the support of many volunteers in an operational capacity as well as many other vital roles. In accordance with the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in these financial statements.

1.5 Expenditure
Expenditure is recognised in the period in which it is incurred. Grants payable are recognised when a binding commitment has been made with a partner organisation. Expenditure includes any attributable VAT which cannot be recovered.

Expenditure on raising funds comprises the cost of seeking voluntary contributions, and it includes the costs of providing donors with information about the charity's work.

Expenditure on charitable activities comprises the resources applied by the charity in undertaking work to meet its charitable objectives, as opposed to the cost of raising the funds to finance these activities.

Expenditure incurred directly on particular activities is allocated to that activity. Support costs, including general management, budgeting and accounting, IT, human resources, premises and other administration costs are apportioned to activities based on a judgement of the percentage the specific activity represents in relation to the total non-support expenditure. Redundancy/termination payments are accounted for on an accruals basis.

1.6 Tangible fixed assets and depreciation
Tangible fixed assets are stated at cost less accumulated depreciation. All expenditure of a capital nature exceeding £500 is capitalised. Depreciation is provided at rates calculated to write down the cost of each asset on a straight-line basis to its estimated residual value over its expected useful life. The depreciation rates used are as follows:

Fixtures, fittings, and equipment	**20%**

1.7 Stock of disaster relief materials
Stocks are valued at the lower of cost and recoverable value. Cost is determined on a first in first out basis and includes all normal costs incurred in bringing the stock to its present location and condition. Recoverable value is the higher of value in use and net realisable value. Value in use is determined as the replacement cost of items of equivalent service potential. Provision is made where necessary for obsolete, slow moving and defective stock.

Stocks are removed from the balance sheet and charged to the Statement of Financial Activities when distributed to beneficiaries.

1.8 Foreign currencies
Transactions denominated in foreign currencies are translated at the rate of exchange ruling at the date of the transaction or at a contract rate. Foreign currency balances are translated at the rate of exchange ruling at the balance sheet date and the resultant exchange rate differences are included in the statement of financial activities.

1.9 Operating leases
Operating lease rentals are charged to the statement of financial activities on a straight line basis over the lease term.

1.1 Pensions
The Group operates a defined contribution pension scheme. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

1.11 Taxation
ShelterBox Trust is a registered charity, which applies its income for charitable purposes. As such, no provision is considered necessary for taxation.

1.12 Basic financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments, these being cash at bank, debtors and creditors. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.13 Accounting judgement and estimate
In the preparation of the financial statements, certain accounting estimates and judgements are used to apply the accounting policies.

These include: Included within stock is a provision for obsolete stock and within Prepayments and Accrued Income is accrued income in respect of residuary legacies. Both are estimated based on normal operating activities and are not deemed to be material and are therefore not considered significant.

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	Total funds
	2023 £000	2023 £000	2023 £000
Donations from individuals	4,813	113	4,926
Legacies	1,699	-	1,699
Donations from Rotary and community groups	2,394	1	2,395
Grants from corporations and trusts	547	1,211	1,758
Gift aid	951	14	965
Gifts in kind	-	1,173	1,173
Donations and grants from ShelterBox affiliate organisations	2,309	9,840	12,149
TOTAL	12,713	12,352	25,065

Future legacy income of £1,016,881 (2022: £1,318,467) is expected from legacies that have been notified to the Charity.

	Group 2023	Group 2022
	£000	£000
Interest received and income from investments	423	37
Unrealised gains/(losses) on investments	115	-
TOTAL	538	37

	Unrestricted funds	Restricted funds	Total funds
	2022 £000	2022 £000	2022 £000
Donations from individuals	3,242	1,262	4,504
Legacies	1,945	-	1,945
Donations from Rotary and community groups	688	548	1,236
Grants from corporations and trusts	322	1,405	1,727
Gift aid	610	186	796
Gifts in kind	-	1,106	1,106
Donations and grants from ShelterBox affiliate organisations	667	9,786	10,453
TOTAL	7,474	14,293	21,767

3. EXPENDITURE

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total
	2023 £000	2023 £000	2023 £000	2023 £000	2023 £000
Expenditure on charitable activities	2,646	5,820	8,946	1,797	19,209
Expenditure on raising funds	1,535	-	1,329	876	3,740
Support costs	1,676	-	966	(2,642)	-
Governance	-	-	32	(32)	-
TOTAL	5,857	5,820	11,272	0	22,949

Support costs which cannot be directly allocated to activities are apportioned on the basis of estimated usage by those activities.

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total
	2022 £000	2022 £000	2022 £000	2022 £000	2022 £000
Expenditure on charitable activities	1,926	4,143	6,294	1,633	13,996
Expenditure on raising funds	1,437	-	1,420	702	3,559
Support costs	1,452	-	851	(2,303)	-
Governance	-	-	32	(32)	-
TOTAL	4,815	4,143	8,597	-	17,555

ALLOCATION OF SUPPORT AND GOVERNANCE COSTS

Support costs are allocated to activities based on their estimated usage by those activities.

	Expenditure on charitable activities	Expenditure on raising funds	Total funds
	2023 £000	2023 £000	2023 £000
Finance, legal and central services	654	304	958
IT	571	285	856
HR and Learning and Development	342	171	513
Facilities	210	104	314
Governance	20	12	32
TOTAL	1,797	876	2,673

	Expenditure on charitable activities	Expenditure on raising funds	Total funds
	2022 £000	2022 £000	2022 £000
Finance, legal and central services	528	182	710
IT	621	269	890
HR and Learning and Development	356	185	541
Facilities	110	52	162
Governance	18	14	32
TOTAL	1,633	702	2,335

4. GRANTS PAYABLE

Grants are payable to partners in furtherance of the objectives of ShelterBox Trust.

		2023	2022
INSTITUTION	PROJECT	£000	£000
ACTED	Nigeria	-	20
Bahar Relief Organisation	Syria Crisis	371	69
IEDA	Lake Chad Basin Crisis	-	6
Public Concern	Lake Chad Basin Crisis	-	929
ReliefAid	Syria Crisis	97	128
Care Mozambique	Mozambique	-	126
Habitat for Humanity	Haiti	-	-
HELP	Burkina Faso	763	370
Benevolence Coalition Humanitarian	Yemen	864	415
IOM	Ethoiopia	413	253
IFRC	Afghanistan	-	41
ACTED	Ukraine Crisis	47	735
ReliefAid	Ukraine Crisis	-	451
NNLPD	Ukraine Crisis	383	-
Islamic Relief Worldwide	Pakistan floods	747	566
Humanity and Inclusion	Philippines Typhoon Rai	-	22
Integrated Resource Development for Tri-People	Philippines Typhoon Nalgae	-	11
Public Concern	Cameroon	929	-
INTERSOS	Chad	111	-
Juba Foundation	Somalia	563	-
Care Malawi	Malawi	258	-
ACTED	Libya	261	-
Other ShelterBox affiliate organisations	Affiliate network	13	-
	TOTAL	5,820	4,143

5. NET RESOURCES EXPENDED

This is stated after charging:

	Group 2023	Group 2022
	£000	£000
Depreciation of tangible fixed assets	113	73
Auditors' remuneration – audit	29	22
Operating lease rentals	162	19
Loss on disposal of fixed assets	-	2
Exchange rate (gain)/loss	59	(203)

6. TRANSACTIONS WITH TRUSTEES

Members of the board of trustees (who are also directors of the charitable company) received no remuneration (2022: £Nil) for their services as trustees.

Five trustees received reimbursement of expenses for travel and subsistence in the year for £9,070 (2022: £6,238).

Trustees' indemnity insurance was purchased at a cost of £2,582 (2022: £2,245).

7. STAFF COSTS

Staff costs were as follows:

	Group 2023	Charity 2023	Group 2022	Charity 2022
	£000	£000	£000	£000
Wages and salaries	5,055	4,976	4,163	4,096
Social security costs	535	530	447	444
Pension costs	220	220	182	182
Life assurance	11	11	8	8
Agency and seconded staff	30	30	10	10
Termination costs	6	6	5	5
TOTAL	5,857	5,773	4,815	4,745

The average number of persons employed by the group during the year were as follows:

	Group 2023	Charity 2023	Group 2022	Charity 2022
	No.	No.	No.	No.
TOTAL	140	135	126	122

7. STAFF COSTS CONTINUED...

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2023	Group 2022
	No.	No.
In the band £60,001 - £70,000	1	-
In the band £70,001 - £80,000	2	1
In the band £110,001 - £120,000	-	1
In the band £120,001 - £130,000	1	-

Payment of £16,424 (2022: £7,564) were made to the charity's defined contribution pension scheme for four higher paid employees (2022: 2) whose annual emoluments exceeded £60,000.

Key management personnel are deemed to be the charity's executive team, consisting of 8 (2022: 8) individuals. The charity's executive team received total emoluments in the year of £491,269 (2022: £425,867).

No termination costs were paid in the year and there were no outstanding or accrued amounts at the end of the year.

8. TANGIBLE FIXED ASSETS

	Fixtures and fittings	Fixtures and fittings	Fixtures and fittings	Fixtures and fittings
	Group 2023	Group 2022	Group 2023	Charity 2022
	£000	£000	£000	£000
COST				
At 1 January	705	1,196	681	1,172
Additions	61	64	60	64
Disposals	(186)	(555)	(186)	(555)
At 31 December	580	705	555	681
DEPRECIATION				
At 1 January	550	1,030	537	1,018
Charge for the year	113	73	111	72
On disposals	(186)	(553)	(186)	(553)
At 31 December	477	550	462	537
NET BOOK VALUE				
At 31 December	103	155	93	144
At 1 January	155	166	144	154

9. FIXED ASSET INVESTMENTS

	Investments in subsidiary companies
	£000
COST AND NET BOOK VALUE	
At 1 January 2023 and 31 December 2023	1

The investment relates to ShelterBox Trading Limited which is a wholly owned subsidiary (1,000 ordinary shares of £1 each) that undertakes various trading and fundraising activities.

	2023	2022
	£000	£000
LISTED INVESTMENTS		
At 1 January 2023	**-**	-
Additions	**16,274**	-
Disposals	**(3,428)**	-
Investment income received	**270**	-
Investment income withdrawn	**(201)**	-
Unrealised gains/(losses)	**115**	-
At 31 December 2023	**13,030**	-

Initial investments made during the 2023 financial year in line with the charity's investment policy.

The policy aims to maximise investment returns balanced against investment risk, whilst also ensuring funds are available as required to meet operational requirements.

10. STOCKS

	Group 2023	Group 2022	**Charity 2023**	Group 2022
	£000	£000	**£000**	£000
Held in the UK	**0**	63	**0**	63
Pre-positioned outside the UK	**2,483**	1,129	**1,849**	547
Aid in transit	**1,896**	3741	**1,896**	3741
TOTAL	**4,379**	**4,933**	3,745	4,351

Stock of disaster relief materials is net of provisions of £308,503 (2022: £246,227).
Amounts included in expenditure in the year can be seen in note 3.

11. DEBTORS

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£000	£000	£000	£000
DUE WITHIN ONE YEAR				
Trade debtors	-	12	-	11
Amounts due from intergroup companies	-	-	20	20
Other debtors	40	10	1	2
Prepayments and accrued income	355	238	347	231
VAT and Gift Aid	93	31	93	31
Legacy debtor	1,941	1,318	1,941	1,318
TOTAL	2,429	1,610	2,402	1,613

12. DEPOSITS AND BANK/CASH BALANCES

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£000	£000	£000	£000
Short term deposits	2,930	11,786	2,930	11,786
BANK CURRENT ACCOUNTS AND CASH				
Sterling bank accounts	550	1,004	533	980
Foreign currency bank accounts	1,994	1,271	1,846	1,230
Cash	64	39	64	39
TOTAL	2,608	2,314	2,443	2,249
Investments (see note 9)	13,030	-	13,030	-
TOTAL CASH AND CASH EQUIVALENT	18,568	14,100	18,403	14,035

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£000	£000	£000	£000
Trade creditors	643	229	620	227
Other taxation and social security	189	155	186	153
Accruals and deferred income	1,250	220	1,234	200
Amount owing to inter-group companies	-	-	32	79
TOTAL	2,082	604	2,072	659

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£000	£000	£000	£000
DEFERRED INCOME:				
Balance brought forward	11	21	-	-
Amount released in the year	(11)	(20)	-	-
Amount deferred in the year	8	10	-	-
TOTAL	8	11	-	-

Deferred income arises where Book Club membership gift vouchers have been purchased and are yet to be fully utilised.

14. STATEMENT OF FUNDS - CURRENT YEAR

	Balance at 1 January 2023	Income	Expenditure	Transfers in/ out	Balance at 31 December 2023
	£000	£000	£000	£000	£000
DESIGNATED FUNDS					
Fixed assets	-	-	-	200	200
Stock	4,022	-	-	1,367	5,389
GENERAL FUNDS					
General funds	9,076	13,306	(6,629)	(1,567)	14,186
TOTAL UNRESTRICTED FUNDS	13,098	13,306	(6,629)	-	19,775

The Stock designated fund are funds designated for the holding and prepositioning of disaster relief materials. The fund represents unrestricted "paid stock", i.e. the value of the charity's stocks less associated trade creditors, excluding amounts held in other funds.

STATEMENT OF FUNDS – CURRENT YEAR

	Balance at 1 January 2023	Income	Expenditure	Transfers	Balance at 31 December 2023
	£000	£000	£000	£000	£000
RESTRICTED FUNDS					
Emergency Supply - Designated	**911**	-	-	-	**911**
Syria Response Fund	**5**	1,992	(1,986)	-	**11**
Other Response Funds (<£10k)	**15**	-	(3)	-	**12**
Ethiopia Response Fund	**30**	373	(403)	-	**-**
Haddon Response Fund	**108**	-	(108)	-	**-**
JTI Foundation Respond Fund	**40**	616	(614)	-	**42**
Australia Developing Country Fund	**152**	354	(506)	-	**-**
Affiliates Response Fund	**2,056**	4,430	(6,031)	-	**455**
Crystal Spring Foundation Ring Fenced Fund	**317**	-	(317)	-	**-**
Gifts in Kind	**209**	1,100	(1,222)	-	**87**
ShelterBox Germany Fund	**379**	1,194	(1,573)	-	**-**
Lake Chad Basin Response Fund	**5**	296	(271)	-	**30**
Philippines Response Fund	**86**	60	-	-	**146**
Yemen Response Fund	**-**	442	(442)	-	**-**
Burkina Faso Response Fund	**4**	369	(373)	-	**-**
Ukraine Response Fund	**2,697**	790	(1,666)	-	**1,821**
Pakistan Response Fund	**41**	115	(156)	-	**-**
Latin America and Caribbean Response Fund	**41**	-	-	-	**41**
Gaza Response Fund	**-**	16	-	-	**16**
Morocco Response Fund	**-**	348	(348)	-	**-**
Libya Response Fund	**-**	259	(259)	-	**-**
Mozambique ECHO Response Fund	**-**	68	(18)	-	**50**
Cameroon Response Fund	**-**	24	(24)	-	**-**
TOTAL RESTRICTED FUNDS	**7,096**	12,846	(16,320)	**-**	3,622
TOTAL FUNDS	**20,194**	26,152	(22,949)	**-**	23,397

The emergency supply fund is restricted to the holding of stock and its purpose is to allow the charity to hold sufficient stock levels.

The ShelterBox disaster fund is a multi-purpose fund, the use of which is restricted to stock holding, research and development, training and infrastructure development.

The JTI Foundation fund is for a variety of specified purposes including the provision of aid and operational capacity building.

The Australian Developing Country fund is restricted to use for disasters in a number of specified developing countries.

The Affiliates fund comprises income received from ShelterBox affiliated organisations the use of which is restricted to disaster response.

The Other Disaster Appeals are funds restricted for the purpose of responding to specific disasters.

The Syria fund are funds restricted to responding to the Syria crisis.

The SB Germany fund comprises income received from ShelterBox Germany and is restricted to disaster response.

The Lake Chad Basin fund relates to responding to the Lake Chad Basin crisis.

The Gifts in Kind fund comprise goods and services provided to the charity for use in carrying out its charitable activities.

The Burkina Faso fund is restricted to use the charity's response to conflict in Burkina Faso.

The Ethiopia fund is restricted to respond in Ethiopia conflict.

The ShelterBox Operations Philippines fund is restricted to use in Philippines.

The Yemen Conflict fund is restricted to the charity's response to the Yemen conflict.

The Ukraine crisis fund is restricted to the charity's response to the Ukraine crisis

The Pakistan Flood Appeal fund is restricted to the charity's response to the Pakistan floods.

The Latin America and Caribbean Preparedness fund is restricted to use by the charity in prepositioning aid items for use in Latin America or the Caribbean

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 January 2023	Income	Expenditure	Transfers	Balance at 31 December 2023
	£000	£000	£000	£000	£000
DESIGNATED FUNDS					
Stock	2,006	-	-	2,016	4,022
GENERAL FUNDS					
General funds	8,178	7,725	(4,811)	(2,016)	9,076
TOTAL RESTRICTED FUNDS	10,184	7,725	(4,811)	-	13,098

Transfers between fund include designation of unrestricted funds towards the holding of stock and agreement with a donor to remove the restriction from a donation.

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 January 2022	Income	Expenditure	Transfers	Balance at 31 December 2022
RESTRICTED FUNDS	£000	£000	£000	£000	£000
Haiti Earthquake	30	4	(34)	-	-
Typhoon Rai	210	366	(576)	-	-
Covid-19	5	6	-	-	11
Emergency supply	911	-	-	-	911
ShelterBox Disaster Fund	11	-	(11)	-	-
Syria Crisis	137	660	(792)	-	5
Other disasters	1	-	-	-	1
Arch Capital Group Fund	83	-	(83)	-	-
Climate Change	2	1	-	-	3
Ethiopia Crisis	70	64	(104)	-	30
Haddon Fund	181	-	(73)	-	108
JTI Foundation	184	5	(149)	-	40
Australia Developing Country Fund	213	174	(235)	-	152
Affiliates Fund	2,110	3,980	(4,034)	-	2,056
Crystal Springs Ring Fenced Fund	397	1,126	(1,206)	-	317
Gift In kind	215	844	(850)	-	209
SB Germany fund	526	165	(312)	-	379
Lake Chad Basin crisis	-	5	-	-	5
Philippines	-	92	(6)	-	86
Yemen Conflict	-	247	(247)	-	-
Burkina Faso Conflict	-	260	(256)	-	4
Ukraine Crisis	-	5,337	(2,640)	-	2,697
Pakistan Flood Appeal	-	1,177	(1,136)	-	41
Latin America and Caribbean Preparedness	-	41	-	-	41
TOTAL RESTRICTED FUNDS	**5,286**	14,554	(12,744)	**-**	7,096
TOTAL FUNDS	**15,470**	22,279	(17,555)	**-**	20,194

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2023 £000	Restricted funds 2023 £000	Total funds 2023 £000
CURRENT YEAR			
Tangible fixed assets	103	-	103
Investments	13,030	-	13,030
Net current assets	6,642	3,622	10,264
TOTAL	19,775	3,622	23,397

	Unrestricted funds 2022 £000	Restricted funds 2022 £000	Total funds 2022 £000
PRIOR YEAR			
Tangible fixed assets	155	-	155
Investments	-	-	-
Net current assets	12,943	7,096	20,039
TOTAL	13,098	7,096	20,194

16. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2023 £000	Group 2022 £000
Net income for the year (as per Statement of Financial Activities)	3,203	4,724
ADJUSTMENTS FOR:		
Depreciation charges	113	73
Dividends, interests and rents from investments	(423)	(37)
Loss/Profit on the sale of fixed assets	-	2
Decrease/(Increase) in stocks	554	(1,236)
Increase in debtors	(819)	(385)
Increase/(Decrease) in creditors	1,478	(1,176)
NET CASH USED IN OPERATING ACTIVITIES	4,106	1,965

17. ANALYSIS OF NET DEBT

	At 1 January 2023	Cash flows	At 31 December 2023
	£000	£000	2023 £000
Cash at bank and in hand	14,100	(8,562)	5,538
TOTAL	14,100	(8,562)	5,538

18. PENSION COMMITMENTS

The Group operates a defined contribution pension scheme. Contributions payable for the year were £220,287 (2022: £181,518). Outstanding contributions at the end of the year were £36,083 (2022: £27,955).

19. OPERATING LEASE COMMITMENTS

At 31 December 2023 the Group had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2023	Group 2022
	£000	£000
Not later than 1 year	150	101
Later than 1 year and not later than 5 years	178	-
TOTAL	328	101

20. OTHER FINANCIAL COMMITMENTS

The amount of materials purchase orders contracted for at 31 December 2022 but not recognised in these financial statements was;

	2023 £000	2022 £000
Materials purchases contracted for	2,264	898

21. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS

Related Party Transactions

The Charity has two subsidiaries. ShelterBox Trading Ltd, a UK company (registration number: 07096770) and ShelterBox Operations Philippines Inc a non-stock non-profit company registered in the Philippines (SEC registration CN201720528).

During the year the charity recharged costs to ShelterBox Trading Ltd of £17,630 (2022: £4,621). The Charity allows ShelterBox Trading Ltd to use the ShelterBox name under licence. Royalties of £1,670 (2022: £2,049) were incurred during the year. At the year end the Charity owed ShelterBox Trading Ltd £32,417 (2022: £79,248), in addition the Charity has a loan to ShelterBox Trading Ltd of £20,000 (2022: £20,000). Loan interest was charged during the year totalling £1,650 (2022: £892), and Gift Aid donations of £68,391 (2022: £33,909) were received in the year.

During the year, the charity made gifts of cash and aid items to ShelterBox Operations Philippines Inc. of £393,920 (2022: £927,959). At the end of the year, the charity owed ShelterBox Operations Philippines Inc. £nil (2022: £nil)

There have been no transactions with other related parties in the year.

Subsidiaries

ShelterBox Trust's subsidiaries ShelterBox Trading Ltd and ShelterBox Operations Philippines Inc are incorporated into the consolidated accounts in accordance with FRS 102.

a. ShelterBox Trading Ltd

ShelterBox Trust owns 100% of the issued share capital of ShelterBox Trading Ltd, a UK company (registration number: 07096770). Its registered office is Falcon House, Charles Street, Truro, TR1 2PH.

The income and expenditure for ShelterBox Trading Ltd were:

	2023	2022
	£000	£000
Total income	164	205
Total expenses	(161)	(136)
Net profit	3	69
Donation to ShelterBox Trust	(68)	(34)
Retained profit	(30)	35

ShelterBox Trading Ltd Balance Sheet as at 31 December 2023:

	2023	2022
	£000	£000
Current assets	50	105
Current liabilities	(47)	(37)
Net assets	3	68

b. ShelterBox Operations Philippines Inc

ShelterBox Trust controls ShelterBox Operations Philippines Inc by virtue of the majority of the members are employees of ShelterBox Trust. ShelterBox Operations Philippines Inc is a non-stock non-profit company registered in the Philippines (SEC registration CN201720528), registered address Office 5, Unit 1401 Park Centrale Building, IT Park, Apas, Cebu City.

The income and expenditure for ShelterBox Operations Philippines Inc was:

	2023	2022
	£000	£000
Total income	394	937
Total expenses	(210)	(984)
Net surplus/deficit	184	(47)

ShelterBox Operations Philippines Inc Balance Sheet as at 31 December 2023

	2023	2022
	£000	£000
Fixed assets	10	11
Current assets	829	639
Current liabilities	(13)	(6)
Net assets	826	644

22. PARENT CHARITY

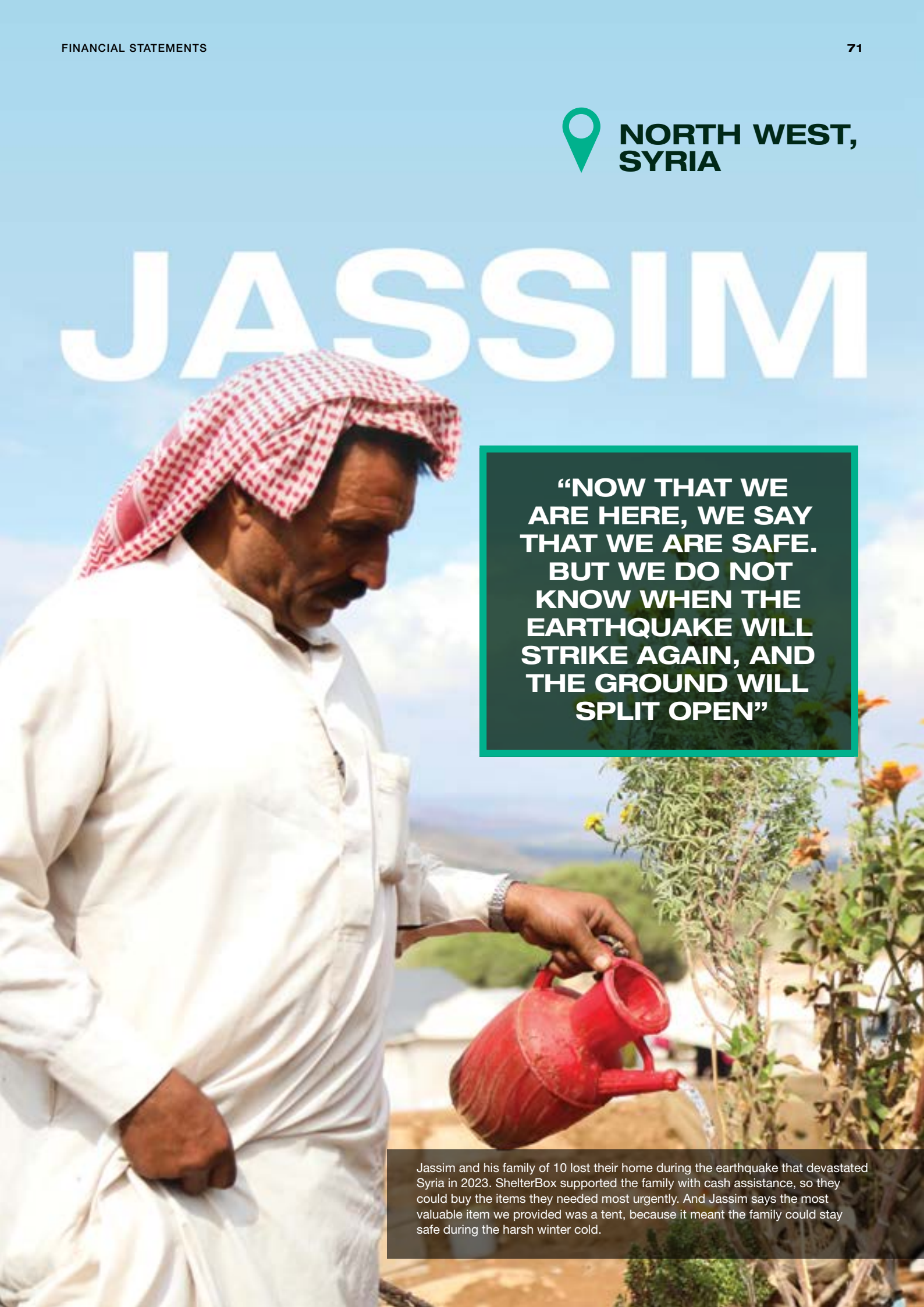
In line with the SORP the parent charity has not published its own SOFA and the related notes. Details of the charity's own income and results are as follows:

	2023	2022
	£000	£000
Total income	26,077	22,115
Expenditure on raising funds	(3,598)	(3,430)
Expenditure on charitable activities	(19,393)	(13,950)
NET INCOME FOR THE YEAR	3,086	4,735

NORTH WEST, SYRIA

JASSIM

“NOW THAT WE ARE HERE, WE SAY THAT WE ARE SAFE. BUT WE DO NOT KNOW WHEN THE EARTHQUAKE WILL STRIKE AGAIN, AND THE GROUND WILL SPLIT OPEN”



Jassim and his family of 10 lost their home during the earthquake that devastated Syria in 2023. ShelterBox supported the family with cash assistance, so they could buy the items they needed most urgently. And Jassim says the most valuable item we provided was a tent, because it meant the family could stay safe during the harsh winter cold.

ShelterBox

ShelterBox
Falcon House, Charles Street,
Truro, TR1 2PH, UK

T +44 (0)1872 302600
E hello@shelterbox.org
W shelterbox.org

Patron
Her Majesty The Queen
The Former Duchess of Cornwall

Rotary

ShelterBox and Rotary International are Project Partners in disaster relief.
ShelterBox is a registered charity independent of Rotary International and The Rotary Foundation.

SHELTERBOX TRUST

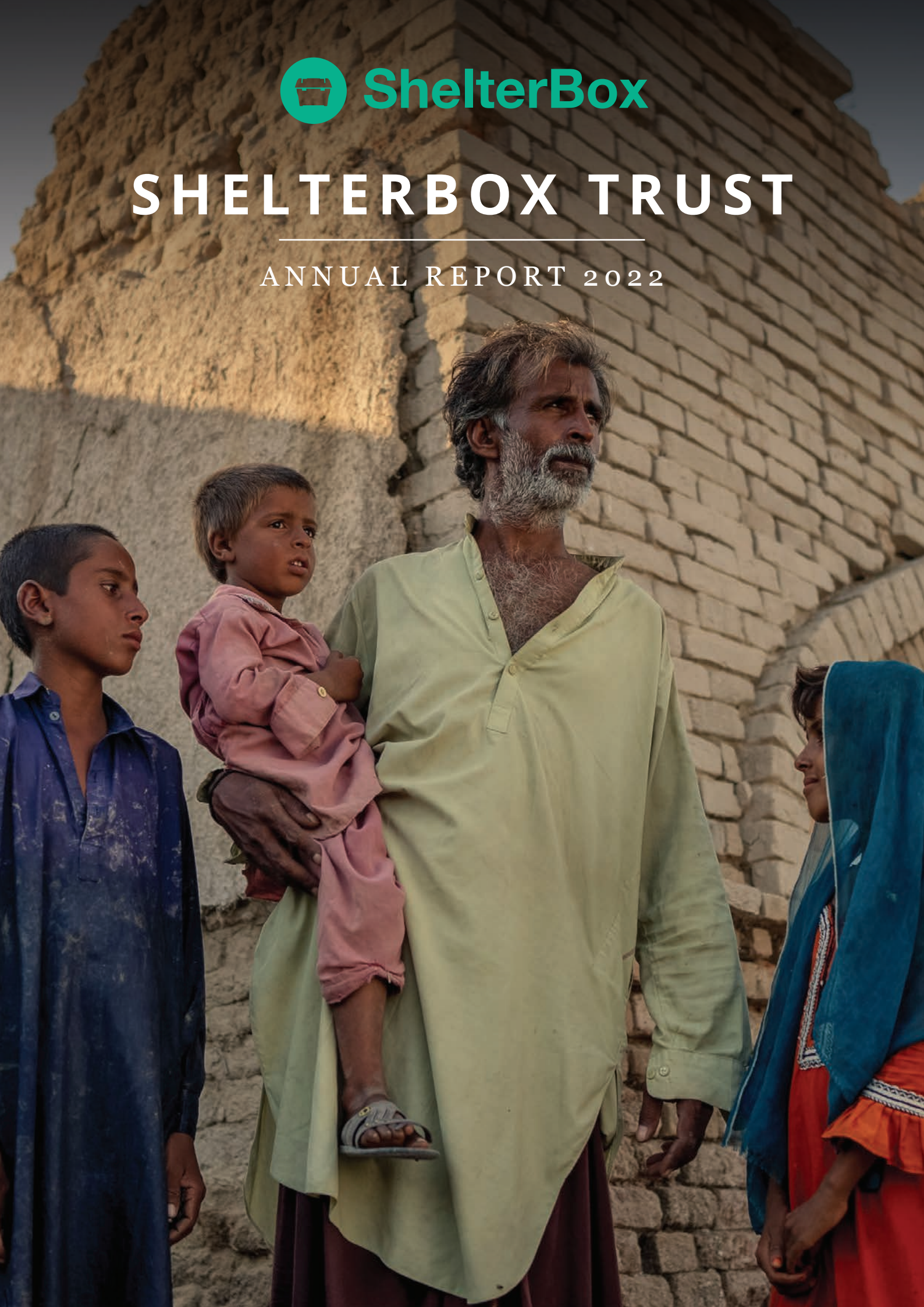
England & Wales - Charity number 1096479

Accounts

ShelterBox

SHELTERBOX TRUST

ANNUAL REPORT 2022





“I was very happy the first time I entered my new shelter because I had no room before, it was a great thing of joy for me. Additionally, I was overwhelmed with joy when I received the household items. Most of the items inside the bag were what I really needed, such as the cooking pot and blanket. Now I can cover myself during the cold at night. I am very happy and grateful as well.

- Philomena, Nigeria

CONTENTS

2022 in review 5

CEO statement 6

STRATEGIC REPORT

Who we are and what we do 8

Our strategy 2022-27 10

Our impact in 2022 12

In focus: ShelterBox and sustainability in 2022 20

How our supporters' generosity reached new heights in 2022 22

International inspiration 24

Raising the voices of the people we support 26

Financial review of 2022 28

People 30

Priorities for 2023 32

Structure, governance and management 34

Structure 36

Trustees statement 38

Reference and administrative details 39

FINANCIAL STATEMENTS

Independent auditor's report to the members of ShelterBox Trust 40

Balance sheet 44

Cash flow statement 46

Notes to the financial statements 47

Front cover: A family in the Sindh region of Pakistan after flooding destroyed thousands of homes.

IN 2021

THANKS TO OUR UNSTOPPABLE SUPPORTERS, WE WERE THERE FOR MORE PEOPLE THAN EVER BEFORE.



OVER
429,000 PEOPLE
RECEIVED EMERGENCY SHELTER, HOUSEHOLD ITEMS AND OTHER ESSENTIAL SUPPORT.

THANKS TO YOU, EVERY ONE OF THOSE PEOPLE COULD START REBUILDING FOR THE FUTURE, USING ITEMS INCLUDING…



tents



toolkits



cooking sets



water carriers

And that's not to mention mosquito nets, solar lights, blankets and more.

WE ALSO INCLUDED CASH IN MANY OF OUR RESPONSES, BECAUSE IT GIVES PEOPLE CHOICE TO BUY THE ITEMS THEY NEED MOST.

YOU REACHED PEOPLE IN 11 COUNTRIES, AFFECTED BY



FLOODING



DROUGHT



TROPICAL STORM



CONFLICT & COMPLEX EMERGENCIES

Thank you for supporting more people than ever to recover and rebuild in 2022.



CEO STATEMENT

Sanj Srikanthan

Dear friends

2022 was an unprecedented year for ShelterBox. As demand for our support grew once again, we were there for more people than ever – and we received more support than ever too. We also identified how we can and must evolve to keep pace with the rapidly increasing need for emergency shelter worldwide.

The latest UN data suggests 100 million people have now been forced to flee their homes across the globe. Most have been driven out by conflicts and extreme weather events. In the face of this crisis, the scale and variety of work outlined on the following pages reflects our determination to respond more effectively and to reach more people. From the Philippines, where the impact of Super Typhoon Rai was felt throughout 2022, to Ukraine, where the Russian military operation created eight million refugees and displaced six million people within the country, last year we reacted rapidly again and again, using all of the expertise we have built up over the past 22 years.

As a result, over 429,000 people were in a better place – almost three times as many as we supported in 2021. This was only possible thanks to the incredible generosity of the ShelterBox community.

Much of our work in 2022 reflected the principles we have now outlined in our new strategy, which we published towards the end of the year. You can read more about it on page xx.

Our urgent response in the Philippines, for example, was only possible because of our local partnerships and because we had large quantities of aid ready to go in our Cebu warehouse. And when I travelled to Pakistan in November, I saw for myself how our willingness to innovate can provide a vital lifeline. Pakistan was one of the places where, as well as distributing emergency shelter, we provided families with cash so they could rebuild on their own terms after monsoon rains and floods devastated the country.

Principles like these – a greater focus than ever on partnership, and a willingness to innovate in shelter assistance – lie behind the three themes that summarise our new strategy.

We will do more. We will do it more effectively. And we will do it together.

With more people than ever in urgent need of emergency shelter, we must scale up – and that will only happen if we build on existing partnerships and form new ones. We must also grow sustainably and think in new ways to achieve greater impact and improve the quality of shelter assistance, without harming the planet. And we must work more closely than ever with the communities we support, strengthening local and national organisations so they can guide our work and take it forward when our expertise is needed elsewhere. In this way, we can use our role to address power imbalances within the global shelter system. It is a strategy that makes me feel proud and privileged to be part of ShelterBox, and I feel the same way about this annual report. We began 22 years ago with a simple idea – a box that could transform the lives of people who were left without shelter after a disaster.

In many senses we have moved a long way since then. Our supporters' generosity now enables us to reach hundreds of thousands of people each year. There are many times when the ShelterBox itself is no longer the most effective way for us to respond, because people value specific items more than the complete box. The impact we have, and the legacy we leave, has continued to grow in our responses to crises around the world.

But the mission that drives us – No one should be without shelter after a disaster – has never changed, and we are clear on the next steps we now need to take to deliver on it. I can't thank our supporters enough for helping us to reach this stage, and I can't wait to share our future progress with you as we bring our new strategy to life.

THANK YOU FOR
STANDING WITH US,

Sanj Srikanthan
CEO



Mohammed, Pakistan.
Mohammed's home and shop were completely ruined when the monsoon rains flooded his village. The money from ShelterBox helped him to reopening his business.

Who we are and what we do

We are ShelterBox

Our vision

No one without shelter after disaster

Our mission

We provide shelter, essential items and technical assistance to help some of the world's most vulnerable people recover and rebuild their homes after disaster. We listen and adapt our support to the needs of each community, working together with those affected by disaster, alongside our supporters and partners.

Our values

Integrity
Flexibility
Participation
Learning

What we believe

Everyone deserves a place to call home. It is a human right and the first step towards recovery after disaster.

Shelter is so much more than just a roof. It's the foundation for life, families and communities. It is a place to feel safe after days or weeks of fear. It offers privacy and protection from harsh weather. It helps to preserve dignity. It's a space to heal from trauma.

Shelter and other essential items help people protect themselves from diseases like coronavirus and malaria.

Emergency shelter can also prevent communities from scattering. This means people stay connected and build resilience together.

When you don't have to keep moving or worry about where to sleep at night, you can think about tomorrow. Items like tents, tarpaulins, tools, blankets, mosquito nets, cooking sets and water filters help to meet the most urgent needs, so you can start to earn a living, send children to school and rebuild your home.

Recovery doesn't happen overnight, but a dry and warm place to sleep, prepare meals and be with your family is the vital first step.



Emergency shelter items are unloaded in Vanuatu after Cyclone Harold.

Our strategy 2022-27

Building on the solid foundations of the past 22 years, in 2022 we launched our new strategy. These are the principles that will guide us for the next five years. You'll see on the following pages how they inspired our work throughout 2022.

Strategic Objectives	DO MORE	DO IT WELL	DO IT TOGETHER
	Scale up to meet humanitarian need	Innovate to improve quality of shelter assistance	Address power imbalances in the global shelter system
Sub-Objectives	**Grow programmatic capacity through partnership**	**Grow our expertise in emergency shelter delivery through innovation and knowledge creation**	**Support local and national shelter responders to strengthen their capacity through skills and knowledge sharing**
	Achieve sustainable, flexible funding growth	**Minimise our environmental impact**	**Build a diverse, global ShelterBox, representative of the populations we work with**
	Expand emergency response capacity through emergency preparedness	**Measure what we do and learn for the future**	**Listen to and amplify the voices of affected communities**



Noanga, Burkina Faso.
Noanga and his family were forced to flee their village when insurgents attacked. He said "The support has given us great joy and we are very happy with the shelters that have been built."

Throughout 2022, our International Programmes Department (IPD) worked to produce its own supporting strategy and new Theory of Change within this framework. The IPD strategy will be published in 2023, setting out how our international programmes will make the greatest possible contribution to ShelterBox's three overarching ambitions. It will help us:

- Set out how our international programmes can achieve our organisational goals
- Design international programmes effectively
- Make decisions on budgeting, resources and planning
- Communicate the impact the ShelterBox community is having

We were there in 2022, after disasters that made headlines and those that generated little attention.



Eleuterio and his wife received tarpaulins and tools to make temporary repairs to their home, so they could remain on the land whilst they build a new house.



Members of the Rotary Club of Cebu assisting with distributions.

PHILIPPINES
Supporting recovery after Super Typhoon Rai

Disasters often hit the poorest communities hardest. Many families in poverty are forced to live in places where disasters are more likely and in homes that are less likely to withstand them. Having fewer resources makes it harder to recover after disasters too.

So when Super Typhoon Rai tore through the Philippines in December 2021, flattening areas where millions of people live below the poverty line, we knew we needed to move fast. Thankfully, having aid items stored locally in our Cebu warehouse meant we could do just that.

We were one of the first charities to respond, providing emergency shelter items and household essentials to over 100,000 people between December 2021 and April 2022. Working with local Rotary members, local partners, international coordination teams and even the Philippines Navy, we delivered tarpaulins, ropes, corrugated iron sheets, cash and more.

As is always the case, when our response began, communities, friends, families and neighbours were already supporting each other. By joining the recovery effort in the early stages, we could support people to take control of their futures at the point when they were at greatest risk.

98%
of people agreed our aid materials were useful

99%
said they were satisfied or very satisfied with our aid materials

92%
used our shelter kits to improve their homes and shelters within a week of receiving them



GINALYN'S STORY:

On the island of Cebu, Ginalyn, her husband Ernesto and her four children took refuge with 14 other families when the monsoon rains began to fall. *"We were afraid because the water was coming in,"* she says. *"The roof sounded like a vehicle bumped into another one. Everyone was screaming, praying and scared. The next morning, the skies looked bright, but all the trees and coconuts were gone. All the plants and my crops were gone."*

The family home had faced a similar fate. *"Everything was gone,"* Ginalyn recalls, *"... the roof, walls, everything, nothing was left."*

We provided Ginalyn with a shelter kit containing tools, rope, nails and a solar light. In the midst of the surrounding destruction, it provided a way forward. *"My husband built a temporary shelter where we can sleep,"* she says. *"We built it after receiving the tarpaulin. We use it as a roof. We are much better here, and we are glad that we have our own space. We all sleep here because it is more comfortable."*

"And we use the hoe ShelterBox provided for farming, to loosen the soil and to cultivate it," Ginalyn adds.

"We plan to rebuild our house and continue farming and planting our crops. We are very thankful for the materials that we received because without them we wouldn't have a place to stay. I'm happy, thank you very much.

— Ginalyn, Philippines



UKRAINE
Responding to the devastating conflict

The outbreak of conflict in Ukraine in February shocked the world. Over 12 million people fled their homes as Russian forces advanced and critical infrastructure was destroyed. It was clear from the earliest days that we had to respond. In the first months of the war, our teams travelled to Ukraine and neighbouring Moldova and Poland, working with partners to launch our multifaceted response.

As refugees arrived in Moldova, we provided toothpaste, soap and sanitary products, along with cash so families could buy what they needed most to begin building a new life.

We provided mattresses to collective centres, where hundreds of people were seeking a safe place to sleep, and to people living in damaged buildings. And we distributed shelter kits containing tarpaulins, tools, rope, thermal blankets, solar lights, buckets, water carriers and hygiene essentials. These items gave people more options as they tried to rebuild and recover in the face of huge upheaval.

Then, as winter arrived, we also needed to help people stay warm. Using the experience we've gained through over a decade working in harsh Syrian winters, we provided additional items including warm clothing and stoves. Just as we do in every crisis, we listened to families to understand what would make the biggest difference, and we set about making it happen.

98%
of people said our shelter kits meant they could make urgent repairs at home

100%
said our thermal blankets kept them warm and comfortable through the night

98%
said our water carriers meant they had enough water for their families

RUSLAN'S STORY:

Ruslan had been an electrician before Russian attacks began to rain down in Kyiv. His wife, Marina, worked for a local TV and radio station. They lived at Ruslan's parents' house, together with their son, Timothy.

But the conflict turned the family's life upside down. After a bomb hit a neighbour's home and shrapnel from the impact badly damaged their own, they decided to flee. Ruslan later returned, however, knowing the house needed urgent repairs.

"I needed to repair the roof and drain the water because everywhere was full of holes," he says. "This is where ShelterBox and ReliefAid were so helpful."

— Ruslan, Ukraine

Working with ReliefAid, our partner in Ukraine, we provided Ruslan with tarpaulin, hammers, nails, ropes and thermal blankets. *"It was everything we needed,"* he says. He immediately used the tarpaulin to fix the roof, and the tools have been passed around his community ever since. *"We use everything every day. Not just us, but the other people in our village who need to do repairs. I don't know what we would have done without ShelterBox and ReliefAid's help. The longer we left it, the more damage there would have been."*

"It helped," Ruslan adds, *"knowing that there was someone there, even though I couldn't see them, looking out for us. We got the help we needed, when we needed it."*





A family spoke to us during assessments in north Camerron. "Overnight, we lost everything. We live from day to day and sometimes sleep without eating."

CAMEROON
Together with refugees in Minawao camp

Minawao camp rarely features in UK headlines, but at least 75,000 people have sought refuge there in recent years – and our work in the camp in 2022 was as critical as ever.

Most people arrive after fleeing Boko Haram attacks in Nigeria. Many are traumatised, having lost loved ones, witnessed violence or seen their homes torched. But shelter can offer a glimpse of hope.

When people first arrive at the camp, they stay at collective centres. These are often overcrowded, meaning diseases can spread fast. There have been reports of violence against women. But our tents give people a private place, and in 2022 we began providing solar lights, groundsheets, mosquito nets, hygiene kits and water filters and carriers too.

Our research found these boosted people's emotional and physical wellbeing. In total, since 2015, we have provided shelter and essential aid to 26,000 families in Cameroon.

92%
of people we gave cash to in Minawao last year bought wood to build

97%
said ShelterBox training meant they were confident using the items we provided

97%
said they felt confident water was drinkable after using our filters



KALTOUMI'S STORY

'My daily life has improved'
When Kaltoumi looks back on life before she first travelled to Minawao camp eight years ago, she remembers visiting her parents and her friends, growing food and running her own business. *"It all seems so far away now,"* she says ruefully.

But support from ShelterBox has helped Kaltoumi feel more at home in Cameroon. Her husband survived a vicious attack on their village and joined her at Minawao, and they have had five children together while living at the camp.

"Since I received the assistance from ShelterBox," she says, *"my daily life has improved. When I arrived here, I had no belongings. I received some necessary tools that allowed me to equip my home and avoid certain expenses. I also received training on their usage. Each of the objects was a great help, and I managed to preserve a few, including the pots, some plates and blankets."*

Kaltoumi's old life may now feel like a distant memory, but her current one is more comfortable, because the ShelterBox community gave her a way to rebuild.







PAKISTAN
Moving fast after the floods

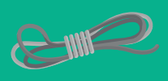
The scale of destruction caused by monsoon rains and flooding in Pakistan in 2022 is hard to imagine. Over 110 districts were declared 'calamity hit' by the government. Around 33 million people were affected.

We moved swiftly to first reach some of the most vulnerable families and then to scale up our response. Working with our partner, Islamic Relief Worldwide, we provided emergency shelter packages to 1,200 families in Sindh and Baluchistan, two of the worst affected provinces. As the extent of the damage became clearer, we then supported 5,000 families with essential aid and provided cash grants so people could buy items that would make the biggest impact on their recovery.

By the end of 2022, our focus was on longer-term recovery. This included working on a durable, longer-lasting shelter design that will provide greater protection from future floods. Our aim was to select a design and a partner to help us start using it in early 2023.

WE SUPPORTED 6,200 FAMILIES IN THE WORST AFFECTED AREAS WITH:


cash


rope


mattresses & ground mats


jerry cans


tents







> *"Through no fault of its own, Pakistan is one of the most vulnerable countries in the world to the climate crisis.*
>
> - ShelterBox CEO Sanj Srikanthan, speaking while visiting communities in the Sindh region in 2022




mosquito nets

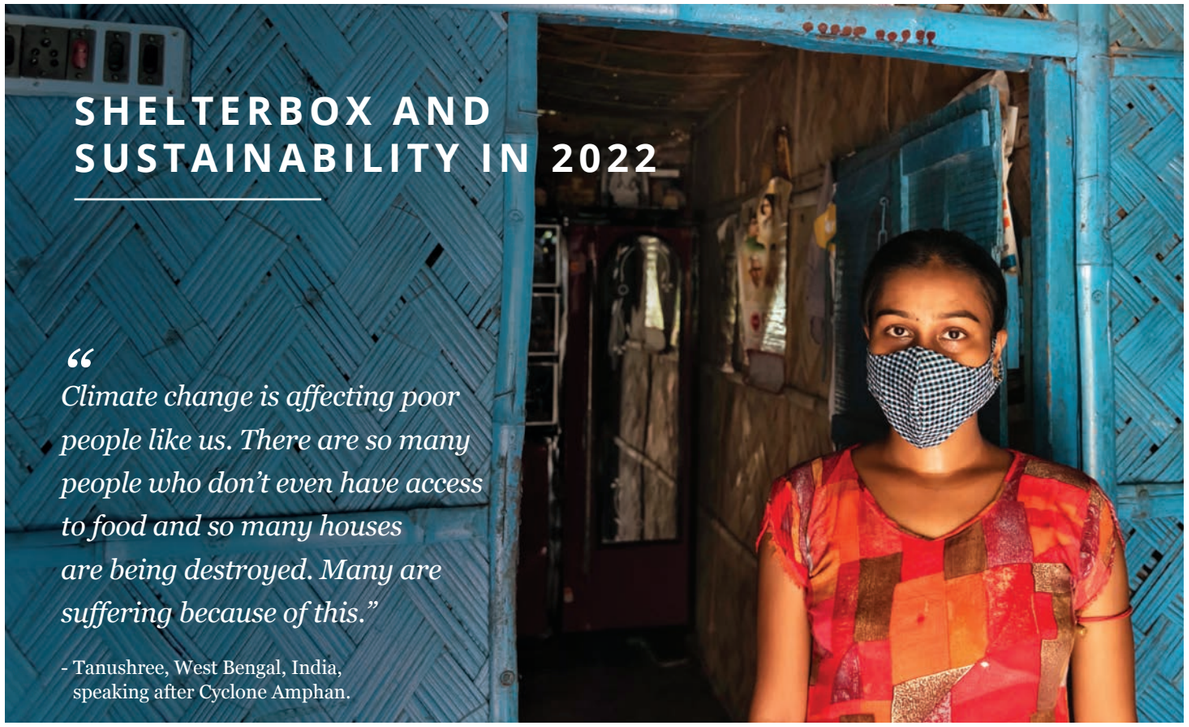

water filters & buckets


solar lights


tarpaulins


blankets


kitchen sets



SHELTERBOX AND SUSTAINABILITY IN 2022

"Climate change is affecting poor people like us. There are so many people who don't even have access to food and so many houses are being destroyed. Many are suffering because of this."

- Tanushree, West Bengal, India, speaking after Cyclone Amphan.

Climate change is already a humanitarian crisis. We're seeing its impact around the world, as it makes extreme weather events like droughts, floods, tropical storms and wildfires even worse. But while we do everything in our power to reach the people most affected, we also inevitably contribute to greenhouse gas emissions. Throughout 2022, we worked harder than ever to reduce our impact on the planet.

Our first priority will always be supporting people who are left without shelter after disaster. But we cannot ignore the impact this creates, and we owe it to the people we support not to increase climate change through our actions. That's why minimising our environmental impact is one of the goals of our new strategic plan.

This is nothing new for ShelterBox. Take our work to get single-use plastics out of our packaging, for example. Over the past four years, we've worked closely with our suppliers to identify where single-use plastics could be dropped. As a result, we've avoided using 386,582 pieces of plastic that would previously have packaged our aid items. In 2022, during our winter responses in Ukraine and Syria, we removed or reduced plastics used to package blankets, carpets, clothing, rope, tarpaulins and soap. As well as having a big environmental benefit, this reduces costs for our suppliers.

Our work to ditch single-use plastics resulted in the Joint initiative on Sustainable Humanitarian Assistance Packaging Waste Management including ShelterBox in a guide to best practice.

Looking to the future, in 2022 the global engineering, architecture and consultancy company Ramboll worked with us on three pro-bono research projects. We are extremely grateful for its support. Staff helped us develop standards for sustainable procurement. They completed a lifecycle assessment of various packaging options, helping us identify options that are truly the most environmentally friendly.

OUR 2022 GREENHOUSE GAS INVENTORY

ITEM	T/CO2E	% OF TOTAL	KG/CO2E PER HH SUPPORTED
Scope 1: Direct emissions from controlled operations (Gas Use)	3	0.03%	0.03
Scope 2: Indirect emissions from purchased electricity	17	0.18%	0.20
Scope 3 emissions:			
Category 1: Purchased goods and services	8,711	92.03%	101.45
Category 2: Capital goods	22	0.24%	0.26
Category 3: Fuel and energy related activities	4	0.04%	0.04
Category 4: Upstream transportation and distribution (Freight)	455	4.80%	5.29
Category 5: Waste generated in operations	10	0.11%	0.12
Category 6: Business travel (staff travel)	186	1.96%	2.17
Category 7: Employee commuting	57	0.60%	0.67
Subtotal Scope 3	**9,445**	**99.79%**	**110.00**
GRAND TOTAL	**9,465**	**100.00%**	**110.24**

And they studied the impact of burning waste, which we see a lot during our responses and want to respond to effectively.

We also partnered with Ramboll to develop our first full inventory of our greenhouse gas emissions. Developed in accordance with the global standard Greenhouse Gas Protocol, this provided us with our emissions baseline and will be used to identify opportunities for future emission reduction.

It lists our total emissions and our emissions per household we support. Our aim is to reduce both figures but, as we reach more people, it is possible overall emissions will increase. Monitoring both numbers will help us identify the biggest areas for potential change.

The inventory is already helping us see where change can happen. With the production of shelter equipment accounting for 83% of our emissions, using sustainable alternatives is our biggest opportunity. Buying locally to reduce freight emissions and choosing greener freight options also has a lot of potential. And we'll continue to focus on plastics reduction, which will cut emissions and reduce plastic waste where we work.

We know our emissions will fluctuate from one year to the next. There are times when the need for a rapid response will mean we have to choose air freight over sea freight, for example (and air freight generates 63 times more CO_2). Tarpaulins also contribute to 17% of our total emissions, but they will continue to be a vital part of many responses. We will do all we can to reduce our environmental impact, but there will be times when we need to make less sustainable choices to reach more people, more effectively.

And our focus is not only on ShelterBox, of course. We are a signatory to the Humanitarian Sector Climate Charter, and will work to support best practice across the sector. Integrity is one of our guiding values, and it must be central to our thinking as we work with partners across the globe to help more people without causing harm.

How our supporters' generosity reached new heights in 2022

UK fundraising

In 2022, our global income reached an all-time high of £22.3 million – almost £8m more than we had budgeted for. We would like to send a huge thank you to everyone who donated and inspired people worldwide to rebuild for the future.

The incredible kindness of the ShelterBox community was immediately apparent in February, when the Russian invasion of Ukraine fuelled a humanitarian crisis. Rotary club networks came together to fundraise and create awareness of our work. Individual supporters and community volunteers responded generously to our email and postal appeals. And TV and digital adverts brought new supporters to ShelterBox. Our initial fundraising drive raised an amazing £2.2m in the UK, helping us reach thousands of people who had fled within Ukraine and to neighbouring Poland and Moldova. (You can find out more on page xx.)

As any hopes faded that the conflict might be short lived, our thoughts turned to supporting people through the harsh Ukrainian winter. We created a global appeal focused on Olga and Dina. Neighbours for 40 years, they had fled their apartments when Russian tanks attacked nearby, returning weeks later to find they had no power, gas or water. Their story struck a chord, and 4,000 people donated a total of £335,000 to our UK Christmas appeal. We really can't thank our supporters enough.

The power of community fundraising

Alongside our Ukraine-focused fundraising, we were thrilled to see support from Rotary International and our Community Groups return to pre-pandemic levels. In-person events became the norm again, and the level of support after disasters such as the Pakistan floods (see page xx) was an inspiration.

The same can be said for engagement with our Tent for Lent campaign. Many amazing supporters gave up something during lent to raise money for ShelterBox. This year's sacrifices included chocolate, negativity and sleeping in a bed – with one supporter camping in a tent throughout Lent.

We were also delighted by the response to our printed gift catalogue and online virtual gift shop, which raised over £100,000 in the run-up to Christmas. And we would like to thank everyone who chose to leave a gift in their Will to ShelterBox in 2022. In generations to come, your kindness will enable whole communities to create the future they want to be part of.

A record-breaking year for partnerships and philanthropy

Our partnerships and philanthropy team also had reason to celebrate in 2022, raising over £2.3 million from corporate donations, trusts, foundations and major donors. Again, this was more than ever before, with the team focused on wowing donors and making clear just how much their support means.

Gifts from trusts and foundations reached £1.28 million – the first time this figure has been more than £1 million in the UK. And a number of new, multi-year corporate partnerships were developed with organisations including Arch Insurance, Liberty Specialty Markets and LH1 global. These will generate income of over £450,000 over the next three years.

The global engineering and architecture consultancy firm, Ramboll, also showed its commitment to ShelterBox throughout the year. As well as playing a central role in our work to increase sustainability (see page xx), it helped us improve the training materials we provide with our emergency shelter aid.

And we were delighted to return to in-person fundraising, with our first event for several years at the British Museum in May. The evening gave supporters the chance to check out our aid items for themselves and to speak to programmes staff about their experiences worldwide.

Snail superstar

10-year-old Thomas was one of so many people who went above and beyond in 2022 to support families in Ukraine. Together with his mum, Anna, he came up with the idea of making and painting Shelter Snails to raise money for our work. With snails carrying their homes on their back, they seemed like a natural choice. Thomas sold all 13 of his clay snails in just two days, and continued making and selling them throughout 2022. Thomas, you're a life-changer.



International inspiration

Tireless work from ShelterBox affiliates across the globe helped our international fundraising exceed all targets too – with £11.8m raised against a target of £6.7m. Most affiliates beat their budgets well before the end of the year, and those donations enabled the kind of responses you can read about throughout this report.

Teams worked in all kinds of way to fundraise and let more people know about ShelterBox. Kerri Murray, ShelterBox USA president, travelled to Poland and Steph Christensen, ShelterBox Canada Executive Director went to Moldova, both on media assignments. They gained coverage in local, national and international media about our response to the war in Ukraine, drove global awareness and had a direct impact on donations.

The team at ShelterBox Germany put a new leadership and governance structure in place as their Chair, Clemens Witts, stepped down after 16 years at the helm. ShelterBox Australia continued to raise awareness of all our responses, as well as helping to build our capacity to respond to disasters in the Pacific region. Staff and volunteers from across the world gathered in Cornwall to attend our annual International Fundraising Conference.

The event, which brings global staff together with volunteer teams, was defined by a spirit of collaboration and ambition that showed why the impact and influence of our 14 affiliates only continues to grow.

To everyone, everywhere who made our work possible in 2022 – thank you. We wouldn't be here without you.

Rotary International and ShelterBox: partnership in action

Rotary has been at the heart of every ShelterBox response since 2000. Across the globe, Rotarians fundraise, raise awareness, help us get aid items into countries and introduce us to local government contacts. Once again in 2022, this crucial support made sure many thousands more people had a place to call home.

Our response to Super Typhoon Rai shows perfectly the wide-ranging impact of Rotary's support. Just two weeks after the typhoon made landfall, we began distributing emergency shelter items, thanks to help from the Rotary Club of Cebu. It paid for trucks to transport aid from our Cebu warehouse to distribution sites in southern Cebu, and donated and delivered corrugated iron sheeting to be used as roofing. Members also helped us give out and demonstrate how to use the aid items. And they connected us with a local contractors association that donated tools to our aid packages and helped us find local suppliers for aid items.

In the Bohol district, which was among the hardest hit by Rai but initially received little international support, numerous Rotary clubs were also at the heart of our work. Members of the Rotary Club of Ubay helped with aid distributions and later interviewed people to help us measure the impact of our support. The Rotary Club of Tagbilaran helped us find financial institutions that could support cash payments. And the Rotary Club of Downtown Davao put us in touch with local government contacts to help arrange tax- and duty-free imports of aid items.

In total, support from Rotary members helped us reach over 100,000 people in the Philippines in 2022. Our response in the Philippines was just one of many Rotary highlights in 2022. As we renewed our invaluable partnership agreement with Rotary International for the third time, its members helped us support people everywhere from Mozambique to Ukraine and Nigeria to Pakistan.



Members of the Rotary Club of Cebu assisting with distributions.

We contributed to leadership training at Rotary International's virtual assembly in early 2022, and ShelterBox staff, ambassadors and supporters were delighted to attend in person as the annual Rotary International Convention returned in Houston later in the year. To further develop our partnership, ShelterBox representatives also took part in Rotary events across the globe, including in Canada, USA, , Reykjavik, Basel and Limassol. And we joined an All-Africa event in Cote d'Ivoire, where our CEO, Sanj Srikanthan, and Regional Director for West and Central Africa, Anna Dixie, connected with Rotary members from across the continent.

Sanj also gave keynote speeches at the Rotary International Convention and at the Presidential Peace Conference. And in July he camped out with Gordon McInally, Rotary International President Elect, at the Border Union Show in Scotland, raising awareness of how climate change is already forcing people from their homes. It was yet another example of Rotary's commitment to our work. As Sanj said during one of his 2022 keynote speeches:

"Rotary has been beside us on our journey from day one, and we are reminded of the significance of the partnership each time we mobilise.



Families collecting shelter kits after Typhoon Rai.

Raising the voices of the people we support

Building our community online and in the media

In early 2022, we launched a new digital strategy to help increase our voice online, raise donations and drive engagement with ShelterBox. It immediately shaped our online response to the war in Ukraine, helping us reach 1.8 million people and raise around £200,000 from online donations.

By the end of the year, the new strategy helped us increase our digital reach by 10%, meaning we reached 31 million people. The flooding in Pakistan, our work in Syria, a campaign on the storm season and our end-of-year Ukraine appeal were all key moments, and we are now looking forward to building on this momentum by launching a new donations portal and redeveloping the ShelterBox website in 2023.

As part of our commitment to amplify the voices of the communities we work with, in the summer of 2022 we launched an animated digital quiz, encouraging website visitors to think about what they would do before, during and after a hurricane. Over 15,000 people took the quiz and were confronted with the tough decisions faced by families around the world. A further 1.3 million people saw news coverage of our work in this area, as we spread the word that 45 million homes could be destroyed by extreme weather events in the next 20 years.

In total in 2022, ShelterBox was featured in over 2000 piece of media coverage. This created more than 200 million opportunities for people to see how a lack of shelter can turn lives upside down – and how providing shelter is vital to enable people to recover. Our experts in response teams were interviewed 116 times, on issues from the Ukraine war to the Pakistan floods and the 2022 storm season. Our Ukraine work in particular drew widespread attention, with interviews taking place in Poland, Moldova, Lyiv, Kyiv and Chernahiv throughout the year.

Developing our brand and storytelling

As we created our new strategy to identify the issues we must focus on in the years ahead, we also updated how we describe what we do and how we do it. We started work on updating our written and visual brand expressions and spruced up our visual brand assets. This work has continued into 2023, and we'll be developing new brand guidelines and updated resources throughout the year. We'll also update our website with the new design elements.

Alongside this work, we continued to champion ethical storytelling throughout 2022. By collaborating with local storytellers around the world, we helped raise awareness of the issues people face and made sure we represented people's realities with dignity.



Financial review of 2022

2022 proved to be a hugely successful year, with more income than ever before raised collectively and within individual countries, notably Australia, Canada, Germany, the UK and United States. Against the backdrop of a global cost of living crisis, this is an amazing testament to our supporters' passion and generosity and the huge efforts of every single ShelterBox team across the globe.

Our overall global income in 2022 was £22.3m, against a budget of £14.2m. Our previous highest income was in 2009, when we raised £19.9m.

Our programmatic spend was £14m (this includes programme support costs and project costs associated with ShelterBox Operations Philippines). This is almost double the spend for 2021 (£8.1m) and another all-time record. It enabled us to support over 429,000 people. That's almost three times as many as we reached in 2021. We are so grateful for this exceptional support.

Our total spend was £17.6m, and our cost of fundraising was £3.6m. This gives us a charitable expenditure of 80%. As factors such as significant major disasters can have a distorting effect on an individual year, we report our charitable spend ratio as a three-year average, making the 2022 ratio:

charitable activities 74%: 26% spend on fundraising

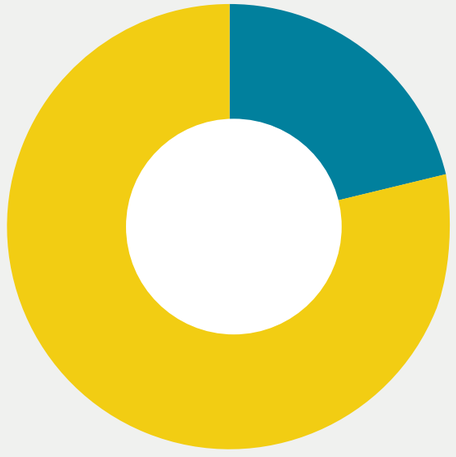
Emergency responses in Ukraine, Pakistan and the Philippines were at the heart of our increased activity, alongside the preparedness work that underpinned them. We also continued a response started in 2021 in Mozambique, and oversaw ongoing long-term programmes in Burkina Faso, Cameroon, Ethiopia, Nigeria and Syria. These all benefited from us generating more income than we had expected.

For all of these reasons, our performance in 2022 means we can approach the remainder of the strategic cycle with confidence and from a financially stable position.

Reserves

While our spending increased and we supported a record amount of people, we ended 2022 with a financial surplus – £4.7m against a budgeted deficit. This means we are carrying higher levels of reserves into 2023. At the end of 2022, our reserves were at £20.2m against a target level of £12m. This is comprised of £13.1m unrestricted and £7.1m restricted.

However, not all these unrestricted reserves are free reserves, in fact they include a designated fund of £4m that represents the stock that ShelterBox must buy in advance to enable timely response to emergencies and only £9m of free reserves, £1.7m over our target level. ShelterBox has developed a budget for 2023 that invests excess reserves in charitable activities which will help reduce levels of reserves going forward.



Expenditure on raising funds: £3.6m (20%)

Expenditure on charitable activities £14m (80%)*

TOTAL INCOME: £22,300,000
TOTAL EXPENDITURE: £17,600,000

We have plans in place to spend down our reserves by delivering aid and support in specific projects in 2023. This means we began 2023 in a strong financial position, ready to support people around the world to recover and rebuild.
And, in spite of very high levels of inflation, we have successfully maintained our cost base, with our programme support costs, fundraising costs and central support costs all coming in under budget. ShelterBox's reserves policy establishes a target level of reserves. If actual reserves are in excess of this target, then the management team at ShelterBox is required to plan a deficit budget to invest excess reserves into charitable activities.

The £12m target level of reserves includes target-free reserves of £5.5 million, with the majority of the balance being made up of the charity's working capital requirement.

The target level of free reserves has been calculated with reference to risks faced by the charity that cannot be otherwise mitigated. The target level of free reserves has been calculated to provide the management team with sufficient resource so they have time to identify arising issues, plan to overcome them and implement that plan.

The working capital requirement for ShelterBox is £6.3m. The majority of this balance is £4.5m of response stock. Due to the nature of the work that ShelterBox undertakes, a large balance of response stock is passing through ShelterBox at most times or is pre-positioned around the world in readiness for evolving emergencies.

As a result of the reserves in excess of target level at the end of 2022, surplus generated at the date of this report in 2023 and controls in place around budgeting and expenditure, the Trustees consider that ShelterBox is able to continue operations for at least 12 months following the date of this report.

Supporter care

ShelterBox is committed to fundraising in a way that is legal, open, honest and respectful, in line with the Fundraising Regulator and the Code of Fundraising Practice.

Giving to ShelterBox should always be a positive experience. We have a dedicated and knowledgeable Supporter Care team who go the extra mile to ensure we have two-way conversations with our supporters and fundraisers. Anyone who chooses to fundraise for us and gets in touch is provided with all the necessary information and advice about holding events, data protection, risk assessments, collecting money and safeguarding.

Our quarterly complaints report monitors levels of supporter concern and helps us to improve practices where possible. In 2022, we processed over 120,000 donations and received just 40 complaints. We always work hard to improve and expect to see even fewer in 2023.

We are committed to upholding our Supporter Promise, the set of agreed standards for how we work and the service our supporters can expect. Our Adults at Risk policy outlines how we identify and protect supporters who may be in vulnerable circumstances, need additional support to make an informed decision, or might not have the capacity to make the decision to donate. You can find our supporter promise and read more about our general safeguarding approach at **ShelterBox.org.**

People



The UK ShelterBox team

Staff

In 2022 we invested in roles across the organisation to ensure we have the resources to deliver our strategy. As we continue to grow, we will strengthen how we recruit and retain talent, creating an inclusive and supportive culture and putting learning and development at the heart of our practices.

Recognising and retaining our talent is a high priority. In 2022, we ensured job descriptions are accurate as the first steps towards a building a pay structure that benchmarks roles and includes progression. Developing a new calendar of training will also help keep our people skilled.

Post covid, we have established hybrid working with colleagues local to the office coming in 2 days per week, and remote office spaces provided for London-based colleagues. Our wellbeing support continues to improve with ongoing access to our employee assistance programme 24/7 and colleagues trained in TRiM, STRAW, and mental health first aid.

Volunteers

In 2022, volunteers fully resumed the work they do for ShelterBox. We were able to deploy highly-trained ShelterBox Response Team volunteers in seven of our responses – the highest number for two years. ShelterBox Ambassadors were back in action in the community too, participating in over 30 virtual talks, 60 in-person talks and 11 community events, and reaching approximately 50,000 people. We also welcomed volunteers back into our Truro Office, where they made an invaluable contribution to our Supporter Care, Community and Events, Book Club and Programme Quality teams.

We also created a new Global Ambassador role, to support our ambition of bringing together a worldwide community of supporters. Global Ambassadors live in countries where we do not currently have an affiliate organisation, and the new role empowers them to raise funds and awareness in their own communities.

In everything we do, we are committed to the highest standards of volunteer management. As such, we are currently working to achieve the Investing in Volunteers standard awarded by the National Council of Voluntary Organisations (NCVO).

EDI

In 2022, we refreshed our approach to equality, diversity and inclusion, and re-established our EDI Working Group.

We now have 20 members of staff participating in the group from the UK and our international fundraising teams.

The purpose of the group is to articulate a vision for EDI, shifting the agenda beyond risk-based compliance to a celebration of diversity and an understanding of the importance of equity and inclusion in achieving our mission. The group will be responsible for implementing the EDI Action Plan, which is based on recommendations from an EDI audit and on the new strategic plan. The group will discuss EDI issues, share resources with colleagues and help provide training to the wider organisation.

Commitment to learning

ShelterBox continually strives to adapt and develop to provide the right support at the right time for people after disaster. Enshrining learning as an organisational value has cemented our desire to learn, adapt and grow as the need for our work increases around the world.

Post pandemic, we resumed our residential programmes. These include pre-deployment training and our immersive humanitarian introduction course, 'We are ShelterBox'. We also launched a programme to support staff in our International Programmes Department. It comprises up to 50 hours of digital learning on subjects including programme management, financial management and cash modules.

Keeping ShelterBox compliant with our regulatory requirements is also a major focus. Mandatory courses focus on GDPR, cyber security, anti-money laundering, anti-bribery, adults at risk and gift aid, and we run mandatory training sessions with EDI specialists on inclusion, belonging and equality, protected characteristics and the language of EDI.

Many teams partnered with our learning team to prioritise their development in 2022. The PR team developed and piloted new media training, and we created new courses for our corporate partners, including our virtual Disaster Response Room and our three-day immersive personal effectiveness course.

Safeguarding

In 2022, ShelterBox undertook a review of all its safeguarding policies and its code of conduct and updated these accordingly. All staff, volunteers and associated personnel were, and continue to be, required to agree and adhere to these policies in all aspects of their work.

The course content for the mandatory safeguarding training for staff and trustees was re-written in 2022 and will be made available to all relevant individuals in 2023. This will ensure everyone understands their roles and responsibilities in relation to safeguarding within the organisation.

We work closely with our delivery partners to understand where they may need support to build their knowledge and expertise. . In 2022, our programme managers and safeguarding specialist delivered safeguarding training where this was required. In 2023, we will be recruiting for a permanent Safeguarding Advisor to continue our commitment to safe working practices.

Priorities for 2023

Our new strategy sets out the organisation we want to be in 10+ years and the roadmap needed for the next five. It helps us deliver on our mission in the most effective way. We have a range of exciting work planned for 2023 to help deliver on our strategy. During the year 2023, we will:

DO MORE

Launch our new International Programmes strategy and Theory of Change, which will shape the future of our programmes work.

Begin to reassess our strategic partnership needs and goals, assessing opportunities to work with local partners where we are not already doing so – and starting with countries where this is our greatest priority.

Look at ways to diversify our income, including through institutional funding.

Deliver a new brand project and a new website.

Define and roll out new processed for global- and country-level emergency preparedness plans.

DO IT WELL

Continue to remove problem plastics from our shelter materials, find shelter items that can be more sustainably procured, review freight routes and pre-positioning locations to minimise emissions, and implement supplier procurement standards on environmental impact.

Work to enhance our core systems through a business systems transformation project.

Reassess quality and inclusion in our responses.

Continue to focus on the provision of cash in more of our responses.

DO IT TOGETHER

Bring more EDI expertise into ShelterBox, by recruiting a new permanent member of staff and revamping our hiring and onboarding processes to ensure we are working towards being a diverse, global ShelterBox.

Define how we can co-create and co-deliver projects with our partners.

Raise the voices of the communities we work with, through innovative and interesting communications and fundraising projects.



Arnida, Philippines. Typhoon Rai destroyed Arnida's home. Shelter items and cash helped her to repair her house and travel to buy the other items she needed.

Structure, governance and management

Principal Risks and Uncertainties

ShelterBox is exposed to a range of risks and operates in high-risk environments. The Board of Trustees is ultimately responsible for risk management within ShelterBox. It is not possible to eliminate risk, but the Board has adopted a risk management framework, which is designed to manage risk.

The risk management process is used to identify, assess, monitor, mitigate and report on risk and makes use of risk registers. Risks are identified within individual teams and the Executive Team identifies those risks that are included on the corporate risk register. The corporate risk register is reviewed on a quarterly basis by the People and Risk Committee of the Board.

The ShelterBox Board monitors internal controls and procedures, along with the effectiveness of these controls, and as a result has not employed an internal auditor. The board also monitors the independence of our external auditors with reference to common practice and sector guidance.

Major risks

The main risks identified, and the measures taken to mitigate them are:

Global economic risk: The effect of the COVID 19 pandemic and the conflict in Ukraine have had a significant impact on the global economy. High inflation rates have caused significant increases in the costs of both aid items and transport, resulting in an overall rise in the cost of conducting a response. The situation has affected the income of supporters, which may impact individual and corporate donations in the future.
Mitigation: Increased monitoring of revenue and costs and monthly meetings of global fundraising leadership teams. We have placed additional focus on retention of existing supporters and further developing income streams less likely to be impacted. Our income has been boosted by generous supporter response to multiple large-scale emergencies in 2022 and 2023. There has been no reduction in income to date, but these headwinds are expected to last for some time and the Board continues to monitor this.

Financial Risk: Cost of living risk from major donors, reduction in income or increased costs, impacting our ability to achieve our objectives.
Mitigation: We continue to work on diversifying our income sources, developing our fundraising capacity and improving budgeting, forecasting and monthly reporting on income and expenditure. We have enhanced our management of project pipeline and timeframes and regional programme strategies to provide a wider range of projects to support programme delivery. We monitor our actual and forecasted financial performance continuously and maintain adequate financial reserves.

Safety and Security Risk: A serious operational incident impacting the safety or security of our staff, partners or the people we work for.
Mitigation: We have developed a comprehensive safety and security handbook, which includes travel management and support, operations and programme security, security awareness and capacity building and crisis management. International security and medical assistance services are available to our teams globally on a 24/7 basis. We have reviewed and updated our response team training, safety and security planning, deployment evaluations, enhanced risk assessments and critical incident management planning and training.

Safeguarding Risk: A safeguarding incident involving beneficiaries, volunteers or staff.
Mitigation: We conduct background checks on all relevant staff. An organisational safeguarding policy is in place, regularly reviewed and updated, alongside mandatory training for volunteers and staff and additional training for safeguarding focal points. A safeguarding specialist is employed to oversee safeguarding issues within ShelterBox and assist with due diligence on partners.

We work with partners and local communities to provide an effective mechanism for staff, volunteers, partners and members of the local community to raise any safeguarding concerns, and include details of our complaints and feedback mechanism and whistleblower channels.

Operational risk: We fail to protect ShelterBox against fraud or corruption.
Mitigation: Our finance manual, operational policies, anti-money laundering and counter terrorist financing policy and anti-bribery and corruption policies include procedures to reduce the risk of financial crime. In addition to the policies, mandatory training is conducted by all staff on anti-bribery and anti-money laundering to ensure knowledge is held across the organisation. Due diligence and sanctions checks are conducted on all partners and suppliers. Our whistleblower policy is regularly reviewed and updated, and an independent whistleblowing service is in place.

Cyber Risk: A serious data breach or cyber security incident occurs.
Mitigation: To raise awareness and reduce our exposure to cyber threats, we have improved policies and procedures, increased security controls, use phishing tests and provide mandatory staff training on data protection and cyber security. We have enhanced the tools and processes put in place to identify and attempt to block active threats, such as multi-factor authentication and penetration testing. We have adopted processes to isolate and contain any successful attacks and reduce their impact.

Reputational Risk: Reputational damage, leading to a loss of stakeholder support and income.
Mitigation: Adoption of, and adherence to, clear values, operating to internationally recognised humanitarian standards, and compliance with a code of conduct and fundraising guidelines. Policies across the organisation are reviewed for effectiveness and updated as required, including those dealing with safeguarding, whistleblowing, complaints, and data protection and we provide training of volunteers and staff. We carry out due diligence on suppliers and partners and implement monitoring and evaluation of our programmes.

People Risk: Management of change, resourcing, staff turnover and staff wellbeing.
Mitigation: We use employee engagement surveys to identify any areas for improvement. We are also putting a revised personal development process and a revised pay progression framework in place, and offering additional training and development for staff and management training. We also have a continued focus on staff wellbeing, as well as specialist support for Equality, Diversity, and Inclusion developments.

Geo-political Risk: Conflict, increased costs, access to areas and supply chain risk, including disruption to global or regional logistics, impairing ShelterBox's capacity to deliver aid in a timely manner.
Mitigation: Continued monitoring of the security situation in relevant countries, including the use of multiple sources of security information. Enhanced safety and security planning. Close liaison with partners, freight forwarders and suppliers to allow for longer lead times. Consideration of regional and national suppliers.

Regulatory Risk: Increased complexity of legal and regulatory requirements.
Mitigation: Keeping our policies and procedures under review for effectiveness and updated as required. Enhanced compliance training across several areas, including safeguarding, Gift Aid, the fundraising code and data protection. Greater oversight of all fundraising compliance risks and ongoing development of safeguarding, EDI and data protection processes.

Structure

ShelterBox is a registered charity and a company limited by guarantee.

It is governed in accordance with its Articles of Association, which also set out its objects and powers. Each member of the charitable company undertakes to contribute £1 in the event of the company being wound up. There were 10 members as at 31 December 2022, each of whom was also a trustee; they have no beneficial interest in the company. The company number is 4612652 and the charity number is 1096479.

ShelterBox is governed by a board of volunteer trustees. The board is responsible for providing overall policy direction and for overseeing the management of the charity's affairs in accordance with its mission. The board is also responsible for compliance with UK charity and company statutory requirements.

Trustees are appointed, elected or re-elected for a fixed term in accordance with the Articles of Association. New trustees participate in an induction programme, covering all aspects of the role and the organisation, while trustee training and development is provided at quarterly board meetings. Trustees also attend occasional external conferences. The board continually monitors its composition and effectiveness of decision-making. The trustees then delegate the day-to-day running of the organisation to the Chief Executive and Executive team.

Designated trustees and managers serve on committees, which meet quarterly and have terms of reference approved by the board. There are currently three committees, the Finance and Fundraising Committee; the International Programmes Committee; and the People, Audit and Risk Committee. The decisions made by the trustees are predominantly at a strategic level, whilst the committees provide further scrutiny within their respective areas.

A wholly owned subsidiary, ShelterBox Trading Limited, undertakes certain trading activities relating to ShelterBox. ShelterBox Operations Philippines, Inc. (SBOP) is a non-stock, non-profit company registered in the Philippines and undertakes charitable activity in the Philippines. SBOP is deemed a subsidiary by virtue of ShelterBox Trust and senior employees of ShelterBox Trust comprising the majority of the members of the company.

Public benefit

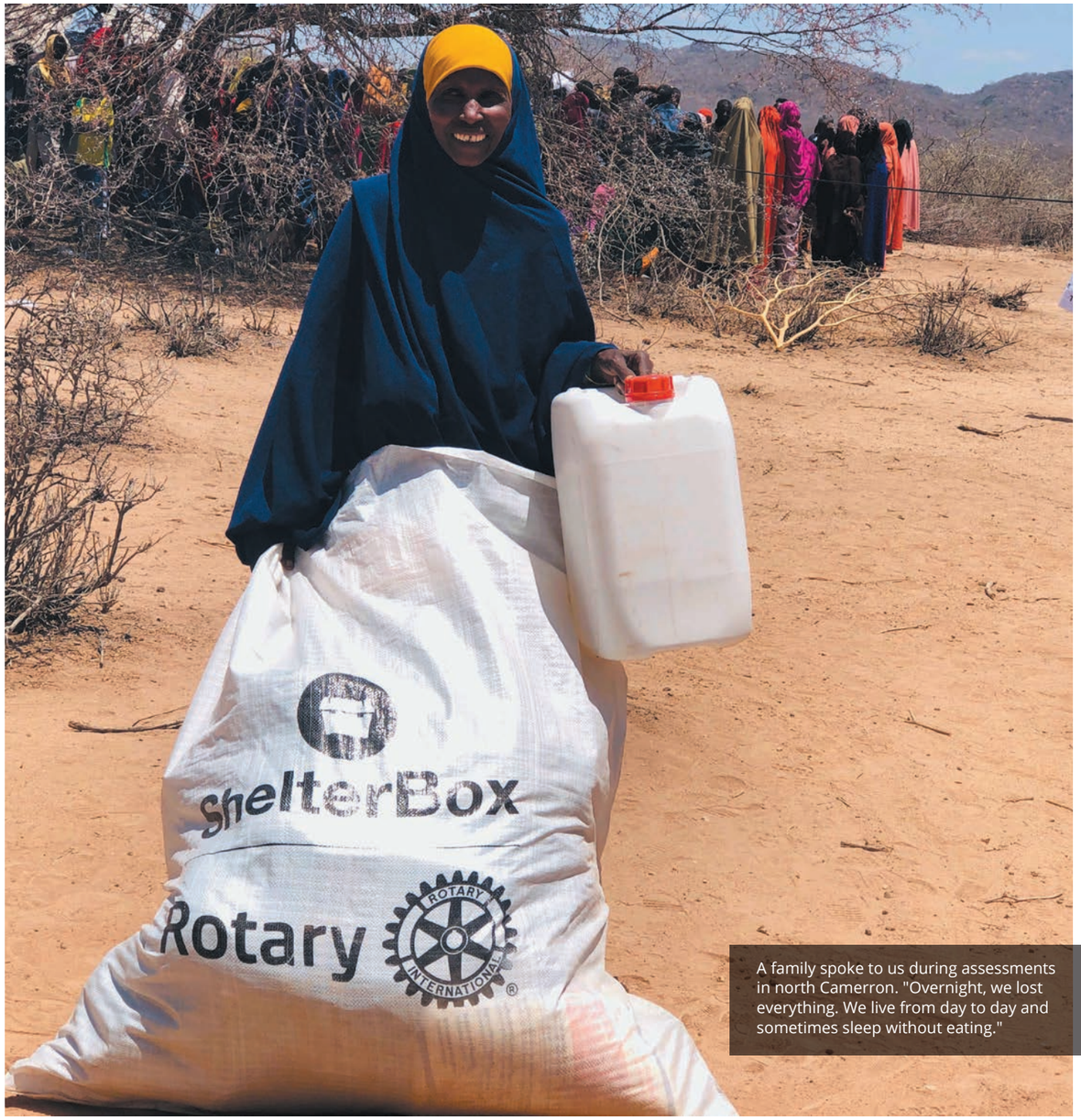
As a charity, we have a duty to operate for the public benefit. We do this by undertaking activities designed to meet our charitable objectives of providing on a worldwide basis humanitarian relief, aid and assistance for the benefit of people in charitable need affected by, or vulnerable to, disaster or other events, particularly by providing shelter.

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Volunteers and staff

Hundreds of other volunteers have continued to help this year, including fundraising, administration and speaking events, without which ShelterBox would be unable to operate. Due to the scale and variety of work carried out by volunteers, it is not practicable to attach a value to this contribution.

Key management salaries are benchmarked against similar roles in the sector and set within permitted bands in accordance with the ShelterBox pay structure.



A family spoke to us during assessments in north Camerron. "Overnight, we lost everything. We live from day to day and sometimes sleep without eating."

Disclosure to auditor

The trustees in office at the date of approval of this Trustees' Annual Report confirm that, so far as they are each aware, there is no relevant audit information of which the charity's auditor is unaware and each trustee has taken all the steps they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Statement of Trustees' responsibilities in respect of the Trustees' Annual Report and the financial statements

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

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Leo Skyner
Hon. Treasurer

Date: 8 June 2023

Reference and administrative details

Trustees

- James Sinclair Taylor (Chair)
- Claire Goudsmit (Vice Chair)
- Yinka Babalola
- Robin Bayford FCA (Hon. Treasurer) (retired 9 June 2022)
- Richard Bland (retired 6 December 2022)
- William Decker
- Steven Horan (appointed 3 March 2022)
- Michelle Jeuken
- Rowan Johnson
- George Pennock (appointed 22 September 2022)
- Karl Shuker
- Leo Skyner (Hon. Treasurer)

Executive team

- Chief Executive Officer, Sanj Srikanthan
- Interim Director of Operations, Miranda Harrington (resigned 31 March 2022)
- Director of International Programmes, Euan Crawshaw (appointed 7 March 2022)
- Director of Fundraising and Communications (job share), Robyn Cummins (resigned 24 May 2023)
- Director of Fundraising and Communications (job share), Kizzy Gardiner (resigned 18 October 2022)
- Director of Fundraising and Communications (job share), Harriett Roberts
- Director of Finance, Michael Collins
- Director of People, Ruth Evans (appointed 28 March 2022)

Auditor

Crowe UK LLP
4th Floor
St James House
St James Square
Cheltenham
GL50 3PR

Registered office and Principal office

Falcon House
Charles Street
Truro
TR1 2PH

Company number
4612652

Charity number
1096479

Legal advisers

Stephens Scown LLP
Osprey House
Malpas Road
Truro
TR1 1UT

Foot Anstey LLP
Senate Court
Southernhay Gardens
Exeter
EX1 1NT

Independent auditor's report to the members of ShelterBox Trust

Opinion

We have audited the financial statements of Shelterbox Trust ('the charitable company') and its subsidiaries ('the group') for the year ended 31 December 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.



Monalyn and her husband live in Southern Cebu in the Philippines with their two young children Xavier and Xandria. Super Typhoon Rai destroyed the walls of their house leaving them with nowhere to live. Monalyn said: "All our corrugated iron sheeting flew away. We used the tarpaulin as roofing for our house immediately the afternoon of receiving it."

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

Independent auditor's report to the members of ShelterBox Trust

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and The Charities Act 2011 together with the Charities SORP (FRS102) 2019.
We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were Charity Commission regulations, General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation and Employment legislation. We also considered compliance with local legislation for the group's overseas operations.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

Tara Westcott
Senior Statutory Auditor

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

St James House, St James Square
Cheltenham, GL50 3PR

Date: 26 June 2023

Consolidated statement of financial activities for the year ended 31 December 2022

	Note	Unrestricted funds 2022 £000	Restricted funds 2022 £000	**Total Funds 2022 £000**	Unrestricted funds 2021 £000	Restricted funds 2021 £000	**Total Funds 2021 £000**
Income from							
Donations and legacies	2	**7,474**	**14,293**	**21,767**	6,934	7,047	13,981
Charitable activities		**8**	**261**	**269**	-	-	-
Other trading activities		**205**	**-**	**205**	202	-	202
Investments		**37**	**-**	**37**	2	-	2
Other income		**1**	**-**	**1**	8	-	8
Total		**7,725**	**14,554**	**22,279**	**7,146**	**7,047**	**14,193**
Expenditure on							
Raising funds		**3,180**	**379**	**3,559**	3,358	212	3,570
Charitable activities		**1,631**	**12,365**	**13,996**	1,983	6,111	8,094
Total	3	**4,811**	**12,744**	**17,555**	**5,341**	**6,323**	**11,664**
Net movement in funds		**2,914**	**1,810**	**4,724**	**1,805**	**724**	**2,529**
Reconciliation of funds							
Total funds brought forward		**10,184**	**5,286**	**15,470**	8,379	4,562	12,941
Net movement in funds	14	**2,914**	**1,810**	**4,724**	1,805	724	2,529
Total funds carried forward		**13,098**	**7,096**	**20,194**	**10,184**	**5,286**	**15,470**

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure are derived from continuing operations.

The notes on pages 47 to 63 form part of these financial statements..

Company number 4612652

Charity number 1096479

Balance sheets as at 31 December 2022

	Note	**Group 2022 £000**	**Group 2021 £000**	Charity 2022 £000	Charity 2021 £000
Fixed assets					
Tangible assets	8	**155**	**166**	144	154
Investments	9	**-**	**-**	1	1
		155	**166**	145	155
Current assets					
Stocks	10	**4,933**	**3,697**	4,351	3,197
Debtors	11	**1,610**	**1,225**	1,613	1,223
Short term deposits	12	**11,786**	**5,999**	11,786	5,999
Cash at bank and in hand	12	**2,314**	**6,163**	2,249	5,977
		20,643	**17,084**	19,999	16,396
Creditors: amounts falling due within one year	13	**(604)**	**(1,780)**	(659)	(1,801)
Net current assets		**20,039**	**15,304**	19,340	14,595
Net assets		**20,194**	**15,470**	19,485	14,750
Charity funds					
Restricted funds	14	**7,096**	**5,286**	7,096	5,286
Unrestricted funds - designated	14	**4,022**	**2,006**	4,022	2,006
Unrestricted funds - general	14	**9,076**	**8,178**	8,367	7,458
Total funds		**20,194**	**15,470**	19,485	14,750

Net movement in funds for the parent charity was a gain of £4,735,000 (2021 gain of £2,002,000).

The financial statements were approved and authorised for issue by the Trustees on 8 June 2023 and signed on their behalf by:

James Sinclair Taylor – Chair **Leo Skyner – Hon. Treasurer**

Company number 4612652
The notes on pages 47 to 63 form part of these financial statements.

Consolidated cash flow statement for the year ended 31 December 2022

	Note	2022 £000	2021 £000
Cash flows from operating activities			
Net cash provided by/outflow from operating activities	**16**	**1,965**	1,821
Cash flows from investing activities			
Dividends, interests and rents from investments		**37**	2
Proceeds from the sale of tangible fixed assets		**-**	1
Purchase of tangible fixed assets		**(64)**	(27)
Net cash provided by investing activities		**(27)**	(25)
Change in cash and cash equivalents in the year		**1,938**	1,796
Cash and cash equivalents brought forward		**12,162**	10,366
Cash and cash equivalents carried forward	**12**	**14,100**	12,162

Notes to the financial statements for the year ended 31 December 2022

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice, Accounting and Reporting by charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) effective 1 January 2019, the Companies Act 2006 and accounting standards. The financial statements are prepared in pound sterling which is the functional currency of the charity and group and rounded to the nearest £1,000.

ShelterBox Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

ShelterBox Trust is an incorporated company limited by guarantee in the United Kingdom (Company number 4612652) and is a registered charity in England and Wales (Charity number 1096479). ShelterBox Trust's registered office is Falcon House, Charles Street, Truro, TR1 2PH.

These financial statements include the results of the charity together with the results of all of the charity's subsidiaries including those overseas.

The consolidated statement of financial activities (SOFA), consolidated balance sheet and consolidated cash flow statement consolidate the financial statements of the charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements. See note 22 for details of the parent charity results for the year.

1.2 Going concern

The financial statements have been prepared on a going concern basis which the Trustees consider to be appropriate for the following reasons.

To ensure the charity is able to overcome evolving financial issues and continue operating, ShelterBox has set a target level of reserves. The target level of reserves has been calculated to accommodate material financial risks faced by the charity and to ensure necessary levels of working capital.

ShelterBox prepares annual budgets, that include financial forecasts over a five-year planning horizon. ShelterBox has a reporting and reforecasting regime in place that ensures that any issues that would lead to deviations from budget are quickly identified and resolved. If any developments are identified that have long term effects, they can be entered into the reforecast so that charity can quickly gain an understanding of the overall effect they will have on the charity's financial position. The charity generated a surplus during 2022 which has meant that at year end ShelterBox were holding reserves in excess of the target level of reserves. The 2023 budget and five-year forecast approved by the trustees included plans to operate at a deficit in 2023 and 2024 to bring the level of reserves down to the target level. The excess reserves that ShelterBox plans to spend in 2023 and 2024 are held in cash and short-term investments so they are available to meet planned cash flow needs for the deficit over this duration.

In the early months of 2023, ShelterBox ran at an unbudgeted surplus due to donations inspired by the Syria and Turkey earthquake in February 2023. Apart from this, ShelterBox is operating materially within budget.

Consequently, the Trustees are confident that the Group and the charity will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements.

1.3 Fund accounting

Unrestricted funds are the funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds which have been set aside by the Trustees for particular purposes.

Restricted funds are funds which are to be used for specific purposes laid down by the donor.

1.4 Income

Income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, receipt is virtually certain and the amount can be measured with reasonable certainty. Income is only deferred where the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period. The specific policies adopted
in relation to the main categories of income are as follows:

- Donations and grants, including from ShelterBox affiliate organisations, are recognised in the period in which they are receivable. Income from grants are recognised only when the charity had entitlement to the funds and it is probable that any conditions have been met. Entitlement to legacies is treated as arising once notification by the executors is received and the value can be measured reliably.

- Gifts in kind, such as donated transport, are recognised where the benefit is quantifiable and the cost is borne by a third party. An equivalent amount is recognised as expenditure within the statement of financial activities.

- ShelterBox benefits from the support of many volunteers in an operational capacity as well as many other vital roles. In accordance with the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in these financial statements.

1.5 Expenditure

Expenditure is recognised in the period in which it is incurred. Grants payable are recognised when a binding commitment has been made with a partner organisation and the partner organisation has met the requirements set out in the agreement. Expenditure includes any attributable VAT which cannot be recovered.

Expenditure on raising funds comprises the cost of seeking voluntary contributions, and it includes the costs of providing donors with information about the charity's work.

Expenditure on charitable activities comprises the resources applied by the charity in undertaking work to meet its charitable objectives, as opposed to the cost of raising the funds to finance these activities.

Expenditure incurred directly on particular activities is allocated to that activity. Support costs, including general management, budgeting and accounting, IT, human resources, premises and other administration costs, are apportioned to activities based on a judgement of the percentage the specific activity represents in relation to the total non-support expenditure.

Redundancy/termination payments are accounted for on an accruals basis.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. All expenditure of a capital nature exceeding £500 is capitalised. Depreciation is provided at rates calculated to write down the cost of each asset on a straight-line basis to its estimated residual value over its expected useful life. The depreciation rates used are as follows:

Fixtures, fittings and equipment	20%

1.7 Stock of disaster relief materials

Stocks are valued at the lower of cost and recoverable value. Cost is determined on a first in first out basis and includes all normal costs incurred in bringing the stock to its present location and condition. Recoverable value is the higher of value in use and net realisable value. Value in use is determined as the replacement cost of items of equivalent service potential. Provision is made where necessary for obsolete, slow moving and defective stock.

Stocks are removed from the balance sheet and charged to the Statement of Financial Activities when distributed to beneficiaries.

1.8 Foreign currencies

Transactions denominated in foreign currencies are translated at the rate of exchange ruling at the date of the transaction or at a contract rate. Foreign currency balances are translated at the rate of exchange ruling at the balance sheet date and the resultant exchange rate differences are included in the statement of financial activities.

1.9 Operating leases

Operating lease rentals are charged to the statement of financial activities on a straight line basis over the lease term.

1.10 Pensions

The Group operates a defined contribution pension scheme. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

1.11 Taxation

ShelterBox Trust is a registered charity, which applies its income for charitable purposes. As such, no provision is considered necessary for taxation.

1.12 Basic financial Instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments, these being cash at bank, debtors and creditors. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.13 Accounting judgement and estimate

In the preparation of the financial statements, certain accounting estimates and judgements are used to apply the accounting policies. These include:
Included within Stock is a provision for obsolete stock and within Prepayments and Accrued Income is accrued income in respect of residuary legacies. Both are estimated based on normal operating activities and are not deemed to be material and are therefore not considered significant.

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	Total Funds
	2022 £000	2022 £000	2022 £000
Donations from individuals	3,242	1,262	4,504
Legacies	1,945	-	1,945
Donations from Rotary and community groups	688	548	1,236
Grants from corporations and trusts	322	1,405	1,727
Gift Aid	610	186	796
Gifts in kind	-	1,106	1,106
Donations and grants from ShelterBox affiliate organisations	667	9,786	10,453
Total	**7,474**	**14,293**	21,767

Future legacy income of £431,576 (2021:£971,281) is expected from legacies that have been notified to the Charity.

	Unrestricted funds	Restricted funds	Total Funds
	2021 £000	2021 £000	2021 £000
Donations from individuals	3,619	221	3,840
Legacies	1,314	-	1,314
Donations from Rotary and community groups	616	46	662
Grants from corporations and trusts	302	738	1,040
Gift Aid	506	23	529
Donations and grants from ShelterBox affiliate organisations	577	6,019	6,596
Total	**6,934**	**7,047**	13,981

3. EXPENDITURE

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total 2022
	£000	£000	£000	£000	£000
Expenditure on charitable activities	1,926	4,143	6,294	1,633	13,996
Expenditure on raising funds	1,437	-	1,420	702	3,559
Support costs	1,452	-	851	(2,303)	-
Governance	-	-	32	(32)	-
Total	**4,815**	**4,143**	**8,597**	**0**	**17,555**

Support costs which cannot be directly allocated to activities are apportioned on the basis of estimated usage by those activities.

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total 2021
	£000	£000	£000	£000	£000
Expenditure on charitable activities	1,701	1,183	3,460	1,750	8,094
Expenditure on raising funds	1,314	14	1,296	946	3,570
Support costs	1,310	-	1,374	(2,684)	-
Governance	-	-	12	(12)	-
Total	**4,325**	**1,197**	**6,142**	**-**	**11,664**

ALLOCATION OF SUPPORT COSTS

Support costs are allocated to activities based on their estimated usage by those activities.

	Expenditure on Charitable Activities	Expenditure on Raising Funds	Total
	2022 £000	2022 £000	2022 £000
Finance, legal and central services	528	182	710
IT	621	269	890
HR and Learning and Development	356	185	541
Facilities	110	52	162
Governance	18	14	32
Total	**1,633**	**702**	**2,335**

	Expenditure on Charitable Activities	Expenditure on Raising Funds	Total
	2021 £000	2021 £000	2021 £000
Finance, legal and central services	640	338	978
IT	533	261	794
HR and Learning and Development	311	177	488
Facilities	243	153	396
Governance	23	17	40
Total	**1,750**	**946**	**2,696**

4. GRANTS PAYABLE

Grants are payable to partners in furtherance of the objectives of ShelterBox Trust.

		2022	2021
		£000	£000
Institution	**Project**		
ACTED	Nigeria	**20**	397
Bahar Relief Organisation	Syria Crisis	**69**	64
IEDA	Lake Chad Basin Crisis	**6**	130
Public Concern	Lake Chad Basin Crisis	**929**	-
ReliefAid	Syria crisis	**128**	78
UPO	Sudan	**-**	14
Habitat for Humanity India	India	**1**	8
Care Mozambique	Mozambique	**126**	120
Habitat for Humanity	Haiti	**-**	219
HELP	Burkina Faso	**370**	48
Benevolence Coalition Humanitarian	Yemen	**415**	106
IOM	Ethoiopia	**253**	-
IFRC	Afghanistan	**41**	-
ACTED	Ukraine Crisis	**735**	-
ReliefAid	Ukraine Crisis	**451**	-
Islamic Relief Worldwide	Pakistan Floods	**566**	-
Humanity and Inclusion	Philippines Tyhpoon Rai	**22**	-
Integrated Resource Development for Tri-People	Philippines Typhoon Nalgae	**11**	-
Other ShelterBox affiliate organisations	Affiliate network	**-**	13
Total		**4,143**	1,197

5. NET RESOURCES EXPENDED

This is stated after charging:

	2022	2021
	£000	£000
Depreciation of tangible fixed assets	**73**	102
Auditors' remuneration - audit	**22**	41
Operating lease rentals	**19**	322
Loss on disposal of fixed assets	**2**	-
Exchange rate (gain)/loss	**(203)**	33

6.TRANSACTIONS WITH TRUSTEES

Members of the board of trustees (who are also directors of the charitable company) received no remuneration (2021: £Nil) for their services as trustees.

Five trustees received reimbursement of expenses for travel and subsistence in the year for £6,238 (2021: none).

Trustees' indemnity insurance was purchased at a cost of £2,245 (2021: £2,395).

7. STAFF COSTS

Staff costs were as follows:

	Group 2022	Charity 2022	Group 2021	Charity 2021
	£000	£000	£000	£000
Wages and salaries	**4,163**	**4,096**	3,714	3,661
Social security costs	**447**	**444**	365	365
Pension costs	**182**	**182**	165	165
Life assurance	**8**	**8**	6	6
Agency and seconded staff	**10**	**10**	8	8
Termination costs	**5**	**5**	67	67
Total	**4,815**	**4,745**	4,325	4,272

The average number of persons employed by the group during the year was as follows:

	2022	2021
	No.	No.
	126	124

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
	No.	No.
In the band £70,001 - £80,000	**1**	-
In the band £110,001 - £120,000	**1**	1

Payment of £7,564 (2021: £4,488) were made to the charity's defined contribution pension scheme for two higher paid employee (2021: one) whose annual emoluments exceeded £60,000.

Key management personnel are deemed to be the charity's executive team, consisting of 8 (2021: 5) individuals. The charity's executive team received total emoluments in the year of £425,867, (2021: £422,550).

Termination costs were paid in full in the year and there were no outstanding or accrued amounts at the end of the year.

8. TANGIBLE FIXED ASSETS

	Fixtures and fittings Group 2022	Fixtures and fittings Group 2021	**Fixtures and fittings Charity 2022**	Fixtures and fittings Charity 2021
	£000	£000	£000	£000
Cost				
At 1 January	**1,196**	1,169	**1,172**	1,157
Additions	**64**	27	**64**	15
Disposals	**(555)**	-	**(555)**	-
At 31 December	**705**	1,196	**681**	1,172
Depreciation				
At 1 January	**1,030**	928	**1,018**	917
Charge for the year	**73**	102	**72**	101
On disposals	**(553)**	-	**(553)**	-
At 31 December	**550**	1,030	**537**	1018
Net book value				
At 31 December	**155**	166	**144**	154
At 1 January	**166**	241	**154**	240

9. FIXED ASSET INVESTMENTS

	Investments in subsidiary companies
	£000
Cost and Net book value	
At 1 January 2022 and 31 December 2022	**1**

The investment relates to ShelterBox Trading Limited which is a wholly owned subsidiary (1,000 ordinary shares of £1 each) that undertakes various trading and fundraising activities.

10. STOCKS

	Group 2022	Group 2021	**Charity 2022**	Charity 2021
	£000	£000	**£000**	£000
Held in the UK	**63**	84	**63**	84
Pre-positioned outside the UK	**1,129**	2,924	**547**	2,424
Aid in transit	**3,741**	689	**3,741**	689
	4,933	3,697	**4,351**	3,197

Stock of disaster relief materials is net of provisions of £246,227 (2021: £257,363). Amounts included in expenditure in the year can be seen in note 3.

11. DEBTORS

DUE WITHIN ONE YEAR	**Group 2022**	Group 2021	**Charity 2022**	Charity 2021
	£000	£000	**£000**	£000
Trade debtors	**12**	10	**11**	-
Amounts due from intergroup companies	**-**	-	**20**	23
Other debtors	**11**	7	**2**	-
Prepayments and accrued income	**238**	323	**231**	323
VAT and Gift Aid	**31**	105	**31**	97
Legacy Debtor	**1,318**	780	**1,318**	780
	1,610	1,225	**1,613**	1,223

12. DEPOSITS AND BANK/CASH BALANCES

	Group 2022	Group 2021	**Charity 2022**	Charity 2021
	£000	£000	**£000**	£000
Short term deposits	**11,786**	5,999	**11,786**	5,999
Bank current accounts and cash				
Sterling bank accounts	**1,004**	3,668	**980**	3,646
Foreign currency bank accounts	**1,271**	2,465	**1,230**	2,301
Cash	**39**	30	**39**	30
	2,314	6,163	**2,249**	5,977

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£000	£000	£000	£000
Trade creditors	229	1001	227	984
Other taxation and social security	155	179	153	159
Accruals and deferred income	220	600	200	588
Amount owing to inter-group companies	-	-	79	70
	604	1,780	659	1,801

DEFERRED INCOME:

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£000	£000	£000	£000
Balance brought forward	21	21	-	-
Amount released in the year	(20)	(17)	-	-
Amount deferred in the year	10	17	-	-
Balance carried forward	11	21	-	-

Deferred income arises where Book Club membership gift vouchers have been purchased and are yet to be fully utilised.

14. STATEMENT OF FUNDS - CURRENT YEAR

	Balance at 1 January 2022	Income	Expenditure	Transfers in/out	Balance at 31 December 2022
	£000	£000	£000	£000	£000
Designated funds					
Stock	2,006	-	-	2,016	4,022
General funds					
General funds	8,178	7,725	(4,811)	(2,016)	9,076
Total unrestricted funds	10,184	7,725	(4,811)	-	13,098

The Stock designated fund are funds designated for the holding and prepositioning of disaster relief materials. The fund represents unrestricted "paid stock", i.e. the value of the charity's stocks less associated trade creditors, excluding amounts held in other funds.

Transfers between fund include designation of unrestricted funds towards the holding of stock and agreement with a donor to remove the restriction from a donation.

	Balance at 1 January 2022	Income	Expenditure	Transfers	Balance at 31 December 2022
	£000	£000	£000	£000	£000
Restricted funds					
Haiti Earthquake	30	4	(34)	-	-
Typhoon Rai Fund	210	366	(576)	-	-
COVID -19	5	6	-	-	11
Emergency Supply	911	-	-	-	911
ShelterBox Disaster Fund	11	-	(11)	-	-
Syria Crisis	137	660	(792)	-	5
Other Disasters	1	-	-	-	1
Arch Capital Group Fund	83	-	(83)	-	-
Climate Change	2	1	-	-	3
Ethiopia Crisis	70	64	(104)	-	30
Haddon Fund	181	-	(73)	-	108
JTI Foundation	184	5	(149)	-	40
Australia Developing Country Fund	213	174	(235)	-	152
Affiliates fund	2,110	3,980	(4,034)	-	2,056
Crystal Spring Foundation Ring Fenced	397	1,126	(1,206)	-	317
Gifts in Kind	215	844	(850)	-	209
ShelterBox Germany fund	526	165	(312)	-	379
Lake Chad Basin Crisis	-	5	-	-	5
Philippines	-	92	(6)	-	86
Yemen Conflict	-	247	(247)	-	-
Burkina Faso Conflict	-	260	(256)	-	4
Ukraine Crisis	-	5,337	(2,640)	-	2,697
Pakistan Flood Appeal	-	1,177	(1,136)	-	41
Latin America and Caribbean Preparedness	-	41	-	-	41
	5,286	14,554	(12,744)	-	7,096
Total funds	15,470	22,279	(17,555)	-	20,194

14. STATEMENT OF FUNDS (continued)

The Haiti earthquake fund is restricted to use in response to the Haiti earthquake.

The Typhoon Rai Fund is restricted for use in response to Typhoon Rai in the Philippines.

The COVID 19 is restricted to use for COVID -19 crisis.

The Emergency Supply fund is restricted to the holding of stock. Its purpose is to allow the charity to purchase stock in anticipation of need and to preposition it around the world to allow for swift emergency responses. When this stock is drawn down during an emergency response it is transferred to another fund and this fund must be back filled to maintain a supply of emergency stock.

The ShelterBox Disaster fund is a multi-purpose fund, the use of which is restricted to stock holding, research and development, training and infrastructure development.

The Syria fund are funds restricted to responding to the Syria crisis.

The Other Disaster Appeals are funds restricted for the purpose of responding to specific disasters.

The Crystal Springs Foundation Fund, Haddon fund and Arch Capital Group Fund are restricted for use on responses as set out by the donors.

The Climate Change fund is restricted to ShelterBox's work in reducing impact of its activities on Climate Change.

The Ethiopia fund is restricted to respond in Ethiopia conflict.

The JTI Foundation fund is for a variety of specified purposes including the provision of aid and operational capacity building.

The Australian Developing Country fund is restricted to use for disasters in a number of specified developing countries.

The Affiliates fund comprises income received from ShelterBox affiliated organisations the use of which is restricted to disaster response.

The Gifts in Kind fund comprise goods and services provided to the charity for use in carrying out its charitable activities.

The SB Germany fund comprises income received from ShelterBox Germany and is restricted to disaster response.

The Lake Chad Basin fund relates to responding to the Lake Chad Basin Crisis. The Philippines fund is restricted to use in Philippines.

The Yemen Conflict fund is restricted to the charity's response to the Yemen conflict.

The Burkina Faso fund is restricted to use the charity's response to conflict in Burkina Faso.

The Ukraine crisis fund is restricted to the charity's response to the Ukraine crisis

The Pakistan Flood Appeal Fund is restricted to the charity's response to the Pakistan floods.

The Latin America and Caribbean Preparedness fund is restricted to use by the charity in prepositioning aid items for use in Latin America or the Caribbean

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 January 2021	Income	Expenditure	Transfers	Balance at 31 December 2021
	£000	£000	£000	£000	£000
Designated funds					
Stock	2,006	-	-	-	2,006
General funds					
General funds	6,373	7,146	(5,341)	-	8,178
Total unrestricted funds	8,379	7,146	(5,341)	-	10,184

	Balance at 1 January 2021	Income	Expenditure	Transfers	Balance at 31 December 2021
	£000	£000	£000	£000	£000
Restricted funds					
Haiti Earthquake	-	892	(862)	30	
Typhoon Rai Fund	-	221	(11)	210	
COVID-19	56	129	(180)	5	
ShelterBox Operations Philippines Inc	270	2	(272)	-	
Emergency Supply	911	-	-	911	
ShelterBox Disaster Fund	6	5	-	11	
Syria Crisis	(176)	842	(561)	105	
Other Disasters	66	-	(65)	1	
Arch Capital Group Fund	-	83	-	83	
Climate Change	-	2	-	2	
Ethiopia Crisis	-	262	(192)	70	
Haddon Fund	-	220	(39)	181	
JTI Foundation	68	210	(94)	184	
Australia Developing Country fund	134	79	-	213	
Burkina Faso Crisis	-	65	(65)	-	
Hurricane Eta	181	1	(182)	-	
Sudan Flooding	-	127	(127)	-	
DEW Foundation grant	-	48	(48)	-	
Affiliates fund	2,370	2,300	(2,560)	2,110	
Crystal Spring Foundation Ring Fenced	-	971	(574)	397	
Syria and Iraq Crisis	112	44	(124)	32	
Gifts in Kind	28	254	(67)	215	
ShelterBox Germany fund	476	290	(240)	526	
Lake Chad Basin	14	-	(14)	-	
Cyclone Idai	46	-	(46)	-	
	4,562	7,047	(6,323)	5,286	
Total funds	12,941	14,193	(11,664)	15,470	

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

CURRENT YEAR

	Unrestricted Funds 2022	Restricted Funds 2022	Total Funds 2022
	£000	£000	£000
Tangible fixed assets	155	-	155
Net current assets	12,943	7,096	20,039
	13,098	7,096	20,194

PRIOR YEAR

	Unrestricted Funds 2021	Restricted Funds 2021	Total Funds 2021
	£000	£000	£000
Tangible fixed assets	166	-	166
Net current assets	10,018	5,286	15,304
	10,184	5,286	15,470

16. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£000	£000
Net movement in funds (as per Statement of financial activities)	4,724	2,529
Adjustment for:		
Depreciation charges	73	102
Dividends, interests and rents from investments	(37)	(2)
Loss on the sale of fixed assets	2	-
Increase in short-term investment	-	50
Increase in stocks	(1,236)	(640)
Increase in debtors	(385)	(446)
(Decrease)/Increase in creditors	(1,176)	228
Net cash used in operating activities	1,965	1,821

17. ANALYSIS OF NET DEBT

	At 1 January 2022	Cash flows	At 31 December 2022
	£000	£000	£000
Deposits and cash at bank and in hand	12,162	1,938	14,100
	12,162	1,938	14,100

18. PENSION COMMITMENTS

The Group operates a defined contribution pension scheme. Contributions payable for the year were £181,518 (2021: £165,388). Outstanding contributions at the end of the year were £15,442 (2021: £15,813).

19. OPERATING LEASE COMMITMENTS

At 31 December 2022 the Group had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2022	Group 2021
	£000	£000
Not later than 1 year	101	179
Later than 1 year and not later than 5 years	-	101
	101	280

20. OTHER FINANCIAL COMMITMENTS

The amount of materials purchase orders contracted for at 31 December 2022 but not recognised in these financial statements was;

	2022	2021
	£000	£000
Materials purchases contracted for	898	177

21. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS

RELATED PARTY TRANSACTIONS

The Charity has two subsidiaries. ShelterBox Trading Ltd, a UK company (registration number: 07096770) and ShelterBox Operations Philippines Inc a non-stock non-profit company registered in the Philippines (SEC registration CN201720528).

There have been no transactions with other related parties in the year.

During the year the charity recharged costs to ShelterBox Trading Ltd of £4,621 (2021: £4,212). The charity allows ShelterBox Trading Ltd to use the ShelterBox name under licence. Royalties of £2,049 (2021: £1,993) were incurred during the year. At the year end the charity owed ShelterBox Trading Ltd £79,248 (2021: £61,193), in addition the charity has a loan to ShelterBox Trading Ltd of £20,000 (2021: £20,000). Loan interest was charged during the year totalling £892 (2021: £632), and gift aid donations of £33,909 (2021: £11,226) were received in the year.

During the year, the charity made gifts of cash and aid items to ShelterBox Operations Philippines Inc. of £927,959 (2021: £736,863). At the end of the year, the charity owed ShelterBox Operations Philippines Inc. £nil (2021: £8,931)

There have been no transactions with other related parties in the year.

SUBSIDIARIES

ShelterBox Trust's subsidiaries ShelterBox Trading Ltd and ShelterBox Operations Philippines Inc are incorporated into the consolidated accounts in accordance with FRS 102..

a. ShelterBox Trading Ltd
ShelterBox Trust owns 100% of the issued share capital of ShelterBox Trading Ltd, a UK company (registration number: 07096770). Its registered office is Falcon House, Charles Street, Truro, TR1 2PH.

The income and expenditure for ShelterBox Trading Ltd were

	2022	2021
	£000	£000
Total Income	**205**	202
Total Expenses	**(136)**	(168)
Net Profit	**69**	34
Gift Aid to ShelterBox Trust	**(34)**	(11)
Retained Profit	**35**	23

ShelterBox Trading Ltd Balance Sheet as at 31 December 2022

	2022	2021
	£000	£000
Current Assets	**105**	92
Current Liabilities	**(37)**	(59)
Net Assets	**68**	33

b. ShelterBox Operations Philippines Inc
ShelterBox Trust controls ShelterBox Operations Philippines Inc by virtue of the majority of the members are employees of ShelterBox Trust. ShelterBox Operations Philippines Inc is Inc a non-stock non-profit company registered in the Philippines (SEC registration CN201720528), registered address Office 5, Unit 1401 Park Centrale Building, IT Park, Apas, Cebu City.

The income and expenditure for ShelterBox Operations Philippines Inc was

	2022	2021
	£000	£000
Total Income	**937**	721
Total Expenses	**(984)**	(219)
Net Surplus/(Deficit)	**(47)**	502

ShelterBox Operations Philippines Inc Balance Sheet as at 31 December 2022

	2022	2021
	£000	£000
Fixed Assets	**11**	12
Current Assets	**639**	689
Current Liabilities	**(6)**	(10)
Net Assets	**644**	691

22. PARENT CHARITY

In line with the SORP the parent charity had not published its own SOFA and the related notes. Details of the Charity's own income and results are as follows:

	2022	2021
	£000	£000
Total income	**22,115**	14,009
Expenditure on raising funds	**(3,430)**	(3,409)
Expenditure on charitable activities	**(13,950)**	(8,598)
Net surplus for the year	**4,735**	2,002

ShelterBox

ShelterBox
Falcon House, Charles Street,
Truro, TR1 2PH, UK

T +44 (0)1872 302600
E hello@shelterbox.org

Patron
Her Royal Highness, The
Former Duchess of Cornwall.

Rotary

ShelterBox and Rotary International are Project Partners in disaster relief.
ShelterBox is a registered charity independent of Rotary International and The Rotary Foundation.

SHELTERBOX TRUST

England & Wales - Charity number 1096479

Accounts

ShelterBox

SHELTERBOX TRUST

ANNUAL REPORT 2021



Across the north of Nigeria, many families are living in constant fear of attacks led by non-state armed groups (Boko Haram). The ongoing threat of violence has seen thousands of people fleeing their homes in search of safety.

As well as this, a severe rainy season damaged thousands of shelters, leaving men, women and children already displaced by the conflict, extremely vulnerable.

We are working closely with our partner ACTED in Nigeria to support families across two camps, providing tarpaulins, rope, and tools.

“

It has really helped the condition of our shelter. We have new tarpaulin to cover our household, which will hopefully keep out the rain during the rainy season. I can stay in my house for longer periods of time compared to before I received the shelter kit, as it is now better covered.

— Amgujja, Nigeria

CONTENTS

2021 in review 6

CEO statement 8

STRATEGIC REPORT

Our strategic objectives for 2021-22 10

How we increased our reach and impact on people's lives in 2021 12

Our emergency responses in 2021 18

Why we're on the frontline of the climate crisis 20

How we created a global community of supporters in 2021 22

How we created a high-performing organisation in 2021 24

How we extended our reach and fundraising potential using our strategic partnerships 26

Financial review of 2021 28

Looking ahead 30

Principal risks and uncertainties 32

Structure, governance and management 34

Statement of responsibilities of the Trustees of ShelterBox Trust in respect of the Trustees' annual report and the financial statements 36

Reference and administrative details 37

FINANCIAL STATEMENTS

Independent auditor's report to the members of ShelterBox Trust 38

Statement of financial activities 42

Balance sheet 43

Cash flow statement 44

Notes to the financial statements 45

Front cover: Children dancing in a community supported by ShelterBox in a displacement camp in Boussouma, Burkina Faso. Over 900 households were supported with different compositions of tarpaulins, kitchen sets, sleeping mats, blankets, and other items including soap and buckets.

SHELTERBOX EXISTS BECAUSE NO ONE SHOULD BE WITHOUT SHELTER AFTER A DISASTER

Everyone deserves a place to call home. It is a human right and the first step towards recovery after disaster.

Shelter is so much more than just a roof. It's the foundation for life, families and communities. It is a place to feel safe after days or weeks of fear. It offers privacy, protection from harsh weather, a place to feel dignified. It's a space to heal from trauma.

In 2021, as two global challenges continued to influence every aspect of our work, the generosity of our supporters meant we could keep providing emergency shelter worldwide.

The coronavirus pandemic continued to cast a shadow over all of our lives, but we reached hundreds of thousands of people in spite of ongoing travel restrictions. And, as the impact of the climate crisis continued to grow, we stood side-by-side with those already on the frontline.

In 2021, thanks to our unstoppable supporters, tens of thousands of people across the globe were still able to discover all of the benefits that shelter brings. Together, we continued to share the power of home.

IN 2021

THANKS TO OUR INCREDIBLE SUPPORTERS



143,000

PEOPLE IN 11 COUNTRIES

RECEIVED EMERGENCY SHELTER
AND HOUSEHOLD ESSENTIALS



THAT'S

28,600 FAMILIES OR HOUSEHOLDS

THANKS TO YOU,

28,600 FAMILIES COULD START REBUILDING WITH HELP FROM OUR SHELTER AID AND VITAL HOUSEHOLD BASICS. WE'RE TALKING…



shelter kits



tarpaulins



blankets



kitchen sets

Plus Tents and Mosquito nets

WE KEPT PROVIDING NEW ITEMS TOO, TO GIVE EVERYONE THE BEST CHANCE OF STAYING WELL AS THE PANDEMIC DOMINATED ANOTHER YEAR:



Face masks



Wash basins and soap

YOU REACHED PEOPLE AFFECTED BY:



HURRICANES



FLOODING



EARTHQUAKES



CONFLICT

Thank you so much for being there in 2021.
With you, families can see a better future after disasters.



CEO STATEMENT

Sanj Srikanthan

Dear friends

For ShelterBox, 2021 was a year of renewal in a changed world.

As recognition grew that life will never truly go back to the way it was before the pandemic, we continued to respond to the challenges of COVID-19 while examining how we can deliver the greatest possible impact in a changed future.

With restrictions still in place for most of the year, the determination and resilience of the ShelterBox community shone through once again. We continued to benefit from our global network of local partnerships, and this model enabled us to support families from Burkina Faso to Syria as they rebuilt after conflicts and disasters. Our focus on storing aid in strategic locations worldwide also played a crucial role, and we offered extra remote training and support to our local partners too.

New challenges inevitably arose – not least the global shortage of available shipping containers that made transporting vital aid equipment even more complex – but we overcame them to reach more than 140,000 people with the support to start rebuilding. As ever, I am hugely grateful to everyone who made this phenomenal effort possible.

It is true, of course, that COVID-19 did continue to make the slow shift towards becoming endemic rather than a pandemic last year, and it felt significant that in August we were able to deploy a team of our specialist staff to Haiti following the devastating earthquake. This was our first in-person response since early 2020, and you can read on page 12 how we made sure it was genuinely led by the local community.

And as much as coronavirus continued to influence our work throughout the year, it is also true that our focus more than ever was on the climate crisis – which will undoubtedly have a more profound and long-lasting impact on ShelterBox and the communities we exist to support.

Climate change is already irreversibly affecting people's lives. As we discuss on page 20-21, we are working on its frontline, as families are forced to leave their homes to survive – either because of tropical storms, floods or droughts, or to find food, water or work. And we know this is only the beginning. Our prediction last year – completed in partnership with Northumbria University – suggested that 167 millions homes could be lost to climate change in the next 20 years alone.

That's why the climate crisis was at the centre of our work and our thinking last year. When the G7 summit was hosted in on our doorstep in Cornwall, we called on world leaders to commit to providing emergency shelter to the communities most affected by global heating, and to help countries pay for housing designed to withstand disasters.

We also worked to raise awareness of how the climate crisis is a humanitarian crisis, including by publishing *Tamesis Street,* an exclusive book for ShelterBox Book Club members. It features stories from writers including Cressida Cowell and Samira Ahmed, all imagining life in a future London overwhelmed by flooding.



Honduras, after Hurricanes Eta and Iota

Unsurprisingly, the climate crisis was fundamental to our plans as we undertook a strategic review last year.

The review found huge appetite within ShelterBox to scale up in the face of growing humanitarian need. As such, in our next strategic period we will look to do more every time we respond to a disaster, whether that means developing additional partnerships, for example, or pre-positioning more aid supplies in high-risk countries. We are already working in these ways but must do so in a more systematic way to achieve greater impact.

We will also focus more than ever on the value we can add as an organisation. We need to deliver training on creating shelter ever more widely, and we must keep innovating to find more effective ways to support people in the face of the climate crisis. We will also seek to play a more active role in the global shelter community, increasing our support for partners who can be there to keep helping families rebuild, even when our work after a disaster must end.

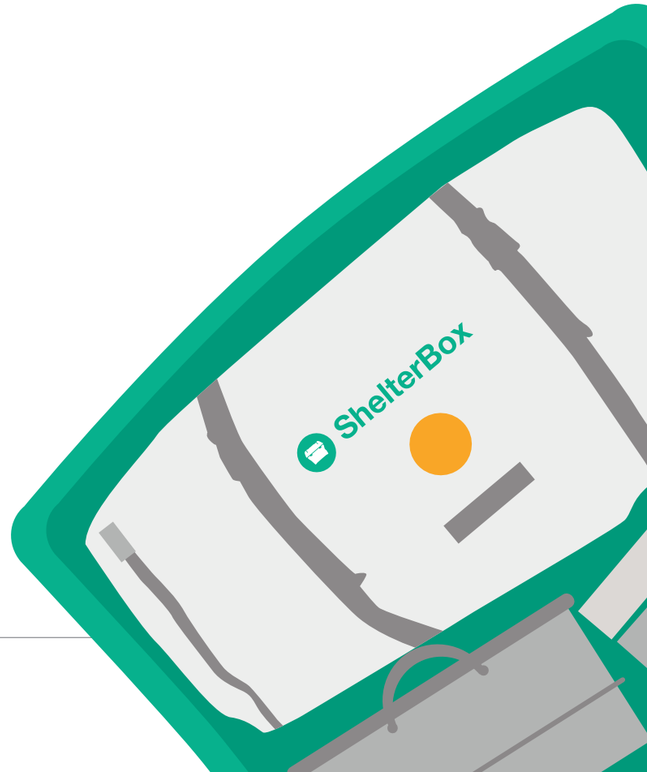
In our changed world, there is no doubt about the role ShelterBox has to play. The climate crisis is a humanitarian crisis, and thanks to the generosity of our supporters we are ready to respond, focusing with renewed energy and ambition on our mission to provide emergency shelter after disasters. I hope you will enjoy reading about the successes you were part of last year, and I hope you will be with us as we support many more people, at a time when shelter matters more than ever.

THANK YOU SO MUCH
FOR YOUR KINDNESS,

Sanj Srikanthan
CEO



Ethiopia, 2021. Working with our partner IOM, we delivered emergency shelter to people displaced by conflict in the Tigray region of northern Ethiopia.



Our strategic objectives for 2021-22

All of the work you can read about in this review period was driven by four guiding ambitions:

1. We will increase our reach and impact on people's lives

We want to do more and reach more people – in the most effective way possible.

That means delivering more aid, at the right time and guided by what people need most. It means having plans in place so we're always ready to respond in places where we can make the biggest difference. It means having clear operating models to guide how we deliver aid. It means supporting our local partners to grow. And it means strengthening our monitoring and evaluation work, to make sure we keep improving.

2. We will create a global community of supporters

By bringing more people together to be part of ShelterBox, we can build awareness of the change we create and generate a balanced mix of sustainable income. As part of our global fundraising team, our international affiliate teams play a central role in making this happen.

That's why we're creating global fundraising and communications strategies and adapting how we work to make sure we can implement. We're using local insights, too – because fundraising works differently around the world – while still making sure our messaging is consistent everywhere we work. And we're shaping a programme funding strategy, to support more people in emergencies and to run effective development projects as well.

3. We will create a high-performing organisation

This year, as part of our strategic review, we embraced new values that are inspiring everything we do:

Integrity: We commit to the highest ethical standards and strive to be honest, straightforward and fair. We hold ourselves accountable for doing the very best we can for those affected by disaster and for each other.

Flexibility: We adapt and overcome challenges to achieve shared goals. We approach our work with an open mind and the willingness to find the right solution

Participation: We put people and their needs at the heart of what we do. We work together with people affected by disaster, our volunteers, partners and supporters. We support each other. We are inclusive.

Learning: We champion continuous growth and development. We are driven to keep improving and exploring what we could do differently. We ask ourselves how we can be better for the people we serve, our volunteers and supporters, and each other.

To make sure we truly embody these values, we need to become more effective and more efficient.

There are many aspects to achieving this goal. We're improving our infrastructure and data management systems so we can grow smoothly, and we're developing an integrated programme for staff and volunteers to support learning and development, recognition and performance management. We're working to build a global organisational structure too, and are strengthening our commitment to safeguarding, humanitarian standards, and health, safety, security, environment and ethics (HSSEE).

4. We will extend our reach and fundraising potential using our strategic partnerships

Through powerful partnerships, we can help more people more effectively and continue to develop as an organisation. So we're strengthening our vital, long-term partnership with Rotary International, building engagement at international, district and club level and connecting with young professionals through Rotaract and youth members through Interact.

We're working to ensure our partnerships with Habitat for Humanity and the International Federation of Red Cross and Red Crescent Societies have the biggest possible impact on people's lives. And we're collaborating with our community of partners to drive innovation that helps families to thrive.

"With the new shelter provided by IOM and ShelterBox, our living conditions have improved a lot. We do not have to sit outside and fear for our safety anymore.

- Shewit



How we increased our reach and impact on people's lives

In 2021, while we continued to manage most of our disaster responses remotely because of the coronavirus pandemic, we were able to send a team to Haiti in the aftermath of the punishing earthquake that struck the country. Everywhere we worked – in person and through local partners – we listened hard and adapted fast to meet the specific needs of each community.

By enabling us to provide essential emergency shelter and training in communities after disasters, what our incredible supporters really make possible is a new beginning. It is the beginning people need to take control of their recovery for themselves.

Exactly what that recovery looks like is different everywhere we work, but when we speak to people in communities about the impact we are part of, four themes are consistently mentioned:

We help people create a home
We help communities rebuild
We help people return to work
We help people build skills and knowledge.

HAITI

August brought a cruel double whammy to the people of Haiti. First a 7.2 magnitude earthquake destroyed an estimated

61,000 HOMES AND DAMAGED 77,000 MORE.



Then, just two days later, with aftershocks still being felt and rescue teams still searching for survivors, Tropical Storm Grace crashed into the island. Around 38cm of rain hit southwest Haiti in two days, triggering flash floods and landslides.

> *"People faced an impossible choice: stay outside, exposed to the elements, or seek shelter in damaged, dangerous homes.*
>
> *— Alice Jefferson, Head of Emergency Response*

With roads washed away and blocked, we knew it would be a major challenge to reach affected communities in remote areas. But we had been preparing for a potential disaster in the Caribbean for months and immediately put our plans into action.

While we prepared a response team of staff and volunteers to travel to Haiti, we also began working closely with our local partner, Habitat for Humanity. Having that link ensured our work was led by communities, with people telling us what would make the biggest difference.

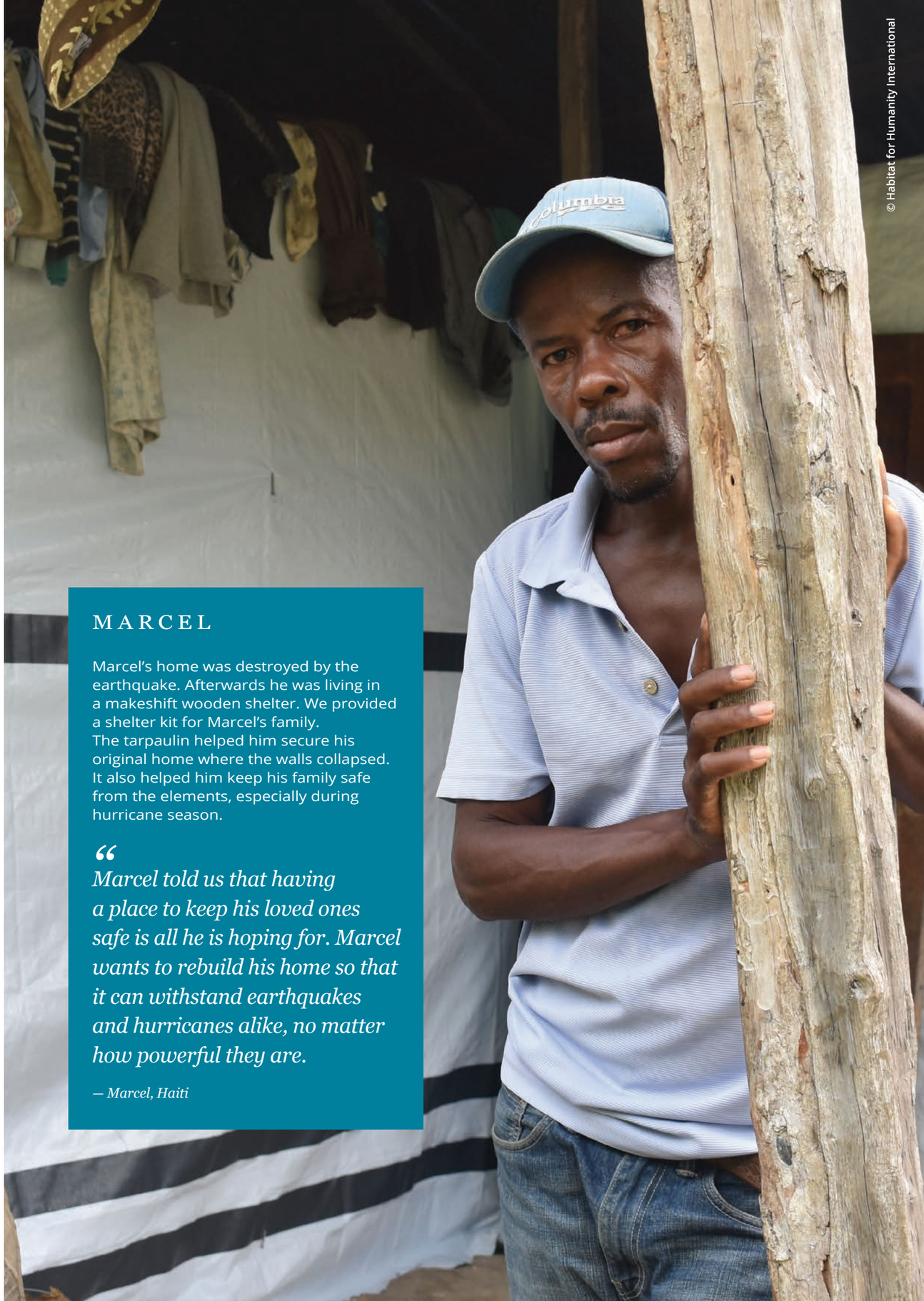
With shipping containers in short supply around the world, we chartered two flights to send tarpaulins, thermal blankets, solar lights, kitchen sets, sleeping mats, mosquito nets and water carriers to Haiti. We sent shelter kits too, because people needed the tarpaulins and tools to repair their own homes, rather than moving into tents. And we provided cash payments, so families could choose the extra materials and support they needed to rebuild – for instance hiring labourers to clear rubble.

As our response team arrived in the country, we were able to deliver face-to-face training, guiding people through everything from strengthening shelters to strapping materials securely. We also saw clearly the benefits of being on the ground as people rebuild, as Dave Ray, one of the team, explained:

"When you're working in-country, that response gets all your focus. Local conversations happen more quickly, without the hurdles of time zones and waiting for emails."

Within weeks, families were back in their newly rebuilt homes and ready to face the future. That's the difference your support can make.

Monitoring and evaluation work for our Haiti response was still underway at the time of writing.



© Habitat for Humanity International

MARCEL

Marcel's home was destroyed by the earthquake. Afterwards he was living in a makeshift wooden shelter. We provided a shelter kit for Marcel's family. The tarpaulin helped him secure his original home where the walls collapsed. It also helped him keep his family safe from the elements, especially during hurricane season.

> *"Marcel told us that having a place to keep his loved ones safe is all he is hoping for. Marcel wants to rebuild his home so that it can withstand earthquakes and hurricanes alike, no matter how powerful they are.*
>
> *— Marcel, Haiti*



Aid distributions in Honduras

HONDURAS

November 2020 saw the end of the most active storm season ever recorded, with Hurricane Eta closely followed by Hurricane Iota, the strongest hurricane of the season.

ShelterBox worked in partnership with Habitat for Humanity and the Rotary Club of San Pedro Sula to provide training and shelter items to families affected by the two hurricanes.

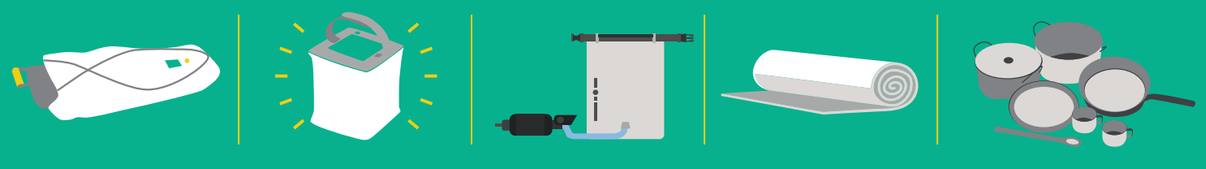
81%

said they had been able to recommence livelihoods, with 75% using the tools provided.

99%

said our shelter aid meant they could focus on meeting other critical household needs.

WE SUPPORTED PEOPLE TO REPAIR DAMAGED HOMES OR BUILD A NEW TEMPORARY HOME. ITEMS INCLUDED:



shelter kits | *solar lights* | *water filters & carriers* | *sleeping mats* | *household essentials*





“The aid we received from ShelterBox helped us rebuild our home after the storm. Everything was handy, but especially the tarpaulin. I used it to cover the corners and walls of the house that had been damaged.

— Maria

MARIA

“When we knew the hurricane was coming, I told my daughter and grandchildren to get ready and to try and save as much of our possessions as we could. We went to higher ground where our neighbours lived, but the water soon got too high, so we had to abandon that house. Luckily, we were able to find safer shelter. Over the next fifteen days, we were moving from shelter to shelter. When I finally returned home, I saw everything was mouldy and useless.”

With the majority of La Lima’s inhabitants working in agriculture, Hurricanes Eta and Iota devastated the livelihoods that people had worked so hard to create. María said: *“People are losing jobs as the storms are impacting local agriculture – palm field, local corns and the banana field’s crops have been lost.”* As the hurricanes become more severe, Maria worries what the future holds: *“I’ve certainly noticed an increase in hurricanes, some of which are heavier than others.”*



Children dancing in a community supported by ShelterBox in a displacement camp in Boussouma, Burkina Faso. Over 900 households were supported with different compositions of tarpaulins, kitchen sets, sleeping mats, blankets, and other items including soap and buckets.

BURKINA FASO

Over 1.6 million people in Burkina Faso have now been forced from their homes since 2015 by militant groups. At the same time, the country has experienced prolonged droughts interspersed with extreme rainfall. Inevitably, it's often the people who have fled conflict and violence who have been hardest hit, as their temporary shelters struggle to withstand the severe weather.

We began working in the country in 2020, and in 2021 significantly scaled up our response as the number of people without a safe place to live just kept growing. Thanks to our supporters, we were able to provide shelter support for families who had recently been forced to flee, as well as working with people whose existing shelters had been damaged by heavy rain and strong winds.

96%

of households said they could isolate and social distance more easily because of support from ShelterBox

98%

said that home life was easier because of the household items we provided

54%

said our support reduced the risk of being exposed to violence

Distribution of aid in Burkina Faso



Remote training on how to best use the rope and tarpaulins





KOUKA

Kouka outside the tent she shares with four of her children.

Kouka and her seven children were forced to abandon their home after extremists attacked her hometown. She received support from ShelterBox including shelter materials of tarpaulins and rope as well as other household items.

"We are relieved by this shelter because we had come empty-handed. Now we have adapted to this place, and we are thinking of staying. Our biggest concern beyond shelter is food for our children. Other support in building shelter and earning money will also be very useful.

— Kouka, Burkina Faso

IN BURKINA FASO OUR SUPPORT INCLUDED:



tarpaulins | *sleeping mats* | *household items* | *buckets and soap* | *rope*

We ran this response remotely, building close links with local partners. Working in this way helped us understand what people needed to withstand the current emergency and begin building a more stable future.

From right to left: Bader, Sajed, Ibrahim, Hasna and Fatma in a Syrian camp with a ShelterBox aid package





SYRIA

March 2021 marked a tragic milestone in Syria – the tenth anniversary of the country's devastating conflict.

We've been supporting families in the country since 2012, and this long-term presence helped us respond fast when over 22,000 people who had previously been displaced by the conflict lost their homes to seasonal flooding last year.



WE'VE SUPPORTED OVER

400,000

PEOPLE AFFECTED BY THE WAR IN SYRIA THANKS TO PEOPLE LIKE YOU.

Our focus, together with our partners Bahar Organisation and ReliefAid, was on distributing tarpaulins and other shelter materials that could help people weatherproof and repair their shelters. We also provided mattresses, blankets and clothes to keep people warm during the harsh Syrian winter, along with masks, washbasins and soap as we worked to help prevent the spread of the coronavirus.

And we trialled a system that uses sand, gravel and concrete blocks to create a tent base so families can protect themselves and their belongings from standing water and floods. We constantly question how we can work more effectively in emergencies, and we are now analysing the impact of this trial. With your support, we will continue to stand alongside families and communities whose lives are overwhelmed by this devastating conflict.

Three-year-old Rahma with her younger sister in Syria



97%

of households felt we helped address their most urgent shelter needs

92%

of households said our aid made their shelter more comfortable for their family

76%

of households reported the aid package helped improve privacy and dignity under very difficult conditions

KHALED'S STORY

Khaled was a schoolteacher before Syria's civil war transformed life in the country. Back then, he says, his family had everything they needed. But when heavy bombing hit his community, they fled, carrying only clothes and a few treasured possessions.

Khaled and his family now live in a displacement camp. In early 2021, storms swept through the area and their tent and belongings were damaged by floodwaters. Thanks to our supporters, we worked with our partner ReliefAid to distribute carpets, mattresses and blankets to the people in the camp. As a result, Khaled's home felt more like a home once again.

"Thank you for helping after the flood. The help was good," he says. "For example, the mattresses we had previously were damaged by the flood; the carpets you provided were good. The tarpaulin that we had before had ruptured and now we have new tarpaulin to cover the tent and protect it from the rain.

— Khaled, Syria



Why we're on the frontline of the climate crisis

CLIMATE CRISIS

Climate change is not an issue for tomorrow. Throughout 2021, we saw its impact every day.

Through our work across the globe, we see how the climate crisis is already leading to more extreme weather. We see how families are losing their homes to tropical storms, droughts and floods that ravage crops, livestock and water supplies. We see how vulnerable families are forced to leave their homes, either because those homes are destroyed or because they need to leave in search of food, water or work.



We have seen the reality of the climate crisis for years. It is a humanitarian crisis – and in 2021 we continued to provide tangible, practical support for families on the frontline.

Through our emergency aid, we give power back to people immediately after disasters – providing shelter equipment, household essentials and training so they can start to rebuild.

We are also adapting our aid to reflect the new challenges the climate crisis presents. For example, we recently began using a water filter – invented by a Rotary International member – that can treat up to 200,000 litres of unsafe water. In a world of increased water shortages, it's the kind of innovation that will make a vital difference.

We are more focused than ever on prepositioning our aid in strategic hotspots around the world too, each one stocked with the items most likely to be needed in that region. By planning ahead in this way, we can be ready to stand alongside the people impacted by the climate crisis – even as our weather becomes more extreme and less predictable.

We are taking action to reduce our own carbon footprint, for example by prepositioning our aid, by setting up ShelterBox Operations Philippines to make our work in the country more efficient, and by getting non-essential single use plastics out of our supply chains. As the climate crisis makes life even tougher for vulnerable communities – who have usually done the least to cause this crisis – we are determined to respond.



If extreme weather events keep increasing at current rates, we could lose 167 million homes by 2040.



In 2020, 30 million people were displaced by climate disasters like floods and tropical storms.



The average number of category 4 and 5 hurricanes has doubled in the last 35 years.

SAGARIKA'S STORY

For 25 years, Sagarika and her family had lived in their cherished home in West Bengal, India. It had always withstood the storms that frequently hit the region. But Cyclone Amphan in 2020 was different. Its devastating force – with winds reaching up to 270km/hr – destroyed 1.7 million homes in India. Sagarika's was among them. Thanks to our supporters, we supported Sagarika and her family with shelter kit and household essentials – at a time when the local climate is changing before their eyes.

"Now it is raining more than before and it is hotter than before during the summer," Sagarika says. "What is supposed to occur in the month of Bhadra (August to September) is now happening in the month of Ashwin (September to October) and things from Ashwin are happening in the month of Shraban (July to August).

—Sagarika, India

How we created a global community of supporters in 2021

Our supporters have never shied away from a challenge. So perhaps we shouldn't be surprised that – even as coronavirus made fundraising more complex and stopped many events in their tracks - the ShelterBox community proved itself as inventive and generous as ever.

In the UK, our supporters' incredible efforts meant we exceeded our fundraising budget by over £900,000.

- Our Tent for Lent campaign – which encouraged faith groups and individuals to support ShelterBox in the lead up to Easter – raised over £130,000.
- The 21 for 21 Challenge got people running (and cycling and walking) nationwide as supporters fundraised by completing 21 miles to celebrate the 21 years we've been supporting families together.
- Appeals focused on International Women's Day, the climate crisis and Syria all raised significantly more than expected.
- Supporters also rallied behind our virtual gifts catalogue and online shop, with over £120,000 worth of life-changing gifts bought in the lead up to Christmas.

Despite having few opportunities to meet in person, our Rotary supporters and community fundraisers showed they will stop at nothing to help people after disasters. In August, following the earthquake in Haiti, they raised £70,000 – making a critical difference to our first in-person response since the pandemic began.



Lesley got creative with her Tent for Lent fundraising and camped out every Tuesday throughout Lent. Braving the cold for 'Tent Tuesdays', Lesley raised a brilliant £1,655.

In addition, philanthropic donors, corporate partners, and trusts and foundations continued to generously support our work, ensuring we exceeded target in this area too. And we remain inspired by supporters who chose to include a Gift to ShelterBox in their Will, as we focused on promoting this vital form of giving.

Our community kept growing in all kinds of other ways too. Around 250 new members joined the ShelterBox Book Club as we launched *Tamesis Street,* an exclusive book written by 30 incredible authors, including Bill Bryson, Joanne Harris and Samira Ahmed. In October, *Tamesis Street* was covered by The Guardian, The Observer, and The i. Corporate teams joined us for the roll out of our Disaster Response Room virtual team building exercise.

Our virtual events for supporters on subjects including climate change were well attended. And we increased our focus on supporting and growing our network of community volunteers. These inspiring individuals give talks about ShelterBox and raise awareness of our work in their local area. We were delighted to welcome a new cohort towards the end of 2021 and plan to continue our recruitment drive in 2022.

Elsewhere, the commitment of our community in the UK was matched by supporters worldwide. ShelterBox USA raised $1 million more than expected thanks mostly to generous gifts from major donors.

Our affiliates in Australia, Canada, Finland, Germany and the Netherlands all outdid their expectations too, through a combination of successful appeals and community events. And teams across the globe made great progress in digital fundraising, helping to offset the impact of coronavirus on regular community events.



International Fundraising Conference in Truro, Cornwall.

Lastly, and by no means least, we were pleased to be able to organise our International Fundraising Conference in Cornwall as coronavirus restrictions eased slightly. Many of our European teams were able to meet in person to share ideas and challenges and celebrate successes. We even had colleagues from ShelterBox USA join us in Truro. We were also delighted to be joined online by both Shekhar Mehta, the current President of Rotary International, and Jennifer Jones, Rotary's President Elect.

In a year when the ShelterBox community gave hope to so many people around the world, the ShelterBox International Fundraising Conference was one more reminder of just how much we can achieve when we work together. Thank you to everyone who was part of ShelterBox in 2021.

IN ANOTHER YEAR WHEN CORONAVIRUS DOMINATED THE NEWS, SHELTERBOX WAS ABLE TO CUT THROUGH:

In early 2021, Jasmine Harris became the youngest woman to row the Atlantic Ocean solo. Raising money for ShelterBox, she was featured on Sky News, BBC Breakfast, the Guardian, and many others, reaching over 26 million people.



After the Haiti earthquake in August and Typhoon Rai in December, ShelterBox featured on Sky News, BBC Radio Cornwall, BBC Radio Devon, BBC Radio Somerset and Pirate FM

At Christmas, we worked with child psychologist, Professor Paul Howard-Jones, from Channel 4's *Secret Life of Five-Year-Olds* highlighting 10 years of war in Syria, receiving over 40 pieces of coverage with a reach of over 6 million.

The G7 came to our home turf in Cornwall in June, and we had a duty to raise the voices of people we support. Our media campaign achieved over 100 pieces of coverage. Combined with social activity, we reached over 30 million people. High-profile friends like Stephen Fry, Zoe Wannamaker, Steve Backshall and Gillian Burke backed the campaign and over 40,000 people signed our message to global leaders, calling for meaningful action on climate change.



ShelterBox Trust Annual Report 2021
Trustees' Report

How we created a high performing organisation in 2021

We know we will only be able to offer the best possible support to families after disasters if we keep learning, listening and improving. So, even as we adapted to an evolving global situation in 2021, we never lost sight of the need to keep getting better.

During the year we took the opportunity to create a wider people team, bringing together colleagues who specialise in learning and development, human resources, safeguarding, volunteering, and equality, diversity and inclusion. This has allowed us to take a more joined-up, strategic approach to supporting our employees and volunteers.

We also transformed our operations team in 2021. It's now known as the International Programmes department, and we hope shifting to a more programmatic approach will lead to new funding opportunities and increase our ability to support more people year on year.

We reviewed our strategy, mission, vision and values in 2021 too, and our work in 2022 and beyond will be guided by everything we learned during this process.

At a time that continued to be uncertain in many ways, we took a range of measures to support staff wellbeing and stop people feeling overwhelmed. This included offering mental health first aid training, giving parents and carers additional paid time off, creating a range of online wellbeing resources, launching 'protected hours' free from meetings and setting up informal online sessions for people to connect and chat.

As we write this review in spring 2022, the challenges of coronavirus are ongoing. Whatever the future holds, we are committed to giving our staff and volunteers the support they need to stay well, thrive and make the biggest possible difference to communities after disasters.

Equality, diversity and inclusion

As well as having a responsibility to make the best decisions for the people we support by listening carefully to their needs, we also have a responsibility to put our values into practice for our staff, volunteers and partners.

With this in mind and looking to create a roadmap for the future, in 2021 we invested in our first EDI specialist role. The role's focus is to implement the recommendations from the 2020 external audit of our equality, diversity and inclusion practices.

Equality means providing equal rights and opportunities to every member of staff and volunteer. It means supporting everyone to make the most of their talents and lives, while respecting that their needs may be met in different ways.

Diversity means understanding, recognising, valuing and nurturing differences – both among individuals and groups – within our staff and volunteers.

Inclusion means ensuring all members of staff and volunteers feel welcomed and accepted, with their voices and opinions actively recognised.

As a result of creating the new EDI role, and by focusing on EDI in everything we do, we will continue to work harder than ever to make ShelterBox a place where everyone is welcomed, appreciated and supported to thrive.

Core Humanitarian Standards

We're committed to meeting Core Humanitarian Standards to improve the quality and effectiveness of our disaster assistance. We're currently taking action in response to a recent security audit, and we're introducing improved data management systems to inform our decision making and ensure our information becomes more consistent and easier to access.

Safeguarding

We recognise that safeguarding is a defining challenge for our sector and are determined to lead by example. In 2021, we built on the recent progress we have made in this area by creating our first specific safeguarding role.

Since 2019, we have undertaken two independent reviews of our safeguarding procedures. These found that we are fully committed to safeguarding and have the budget and leadership in place to ensure our staff, volunteers and partners – as well as the families we support – are kept safe.

As a result of creating the new safeguarding role, we now expect to commission a further safeguarding review in 2022, as we strive to keep learning and stay at the forefront of good practice in the sector.



ShelterBox supported communities in Honduras affected by Hurricane's Eta and Iota. Maryuri said: "We use all the items, the cooking set, dishes and utensils are very handy."

How we extended our reach and fundraising potential using our strategic partnerships

Once again in 2021, our partnerships made it possible for us to support more people in more places in more ways. We can't overstate our gratitude for the impact our partners have on our work.

Our partnership with Rotary International supports our disaster responses in all kinds of ways. By linking with Rotary partners worldwide, we can get aid into countries more easily – which has meant more than ever in a time of global travel restrictions and shipping container shortages. We can identify the communities most in need of support more easily too. And many Rotary members are part of our volunteer teams, having a direct impact on the ground whenever we are able to respond in person.

In Haiti in 2021, for example, the Rotary Club of Les Cayes gave us the latest updates and helped us understand the local context before we arrived in the country. Members also helped our teams find accommodation, making it easier for us to begin supporting families as soon as we arrived.

Our partnership with Habitat for Humanity Haiti was also crucial. Staff linked us with the most vulnerable communities so we could immediately listen to people's experiences and find out what was needed most. Together we provided shelter kits, solar lights, tarpaulins and more.

In Honduras, meanwhile, partnership was also fundamental to our progress as we worked to help communities recover from Hurricane Iota and Hurricane Eta. These two storms hit just a week apart in late 2020 and our response work continued into 2021.

Coronavirus restrictions meant we were unable to deploy a team to Honduras. Instead, we joined forces with Rotary Club of San Pedro Sula, Hábitat para la Humanidad Honduras and Habitat for Humanity International to support families who were able to return to their homes once the hurricanes had passed. Together we distributed shelter kits, tarpaulins, tools, training and household essentials to over 3,200 families.

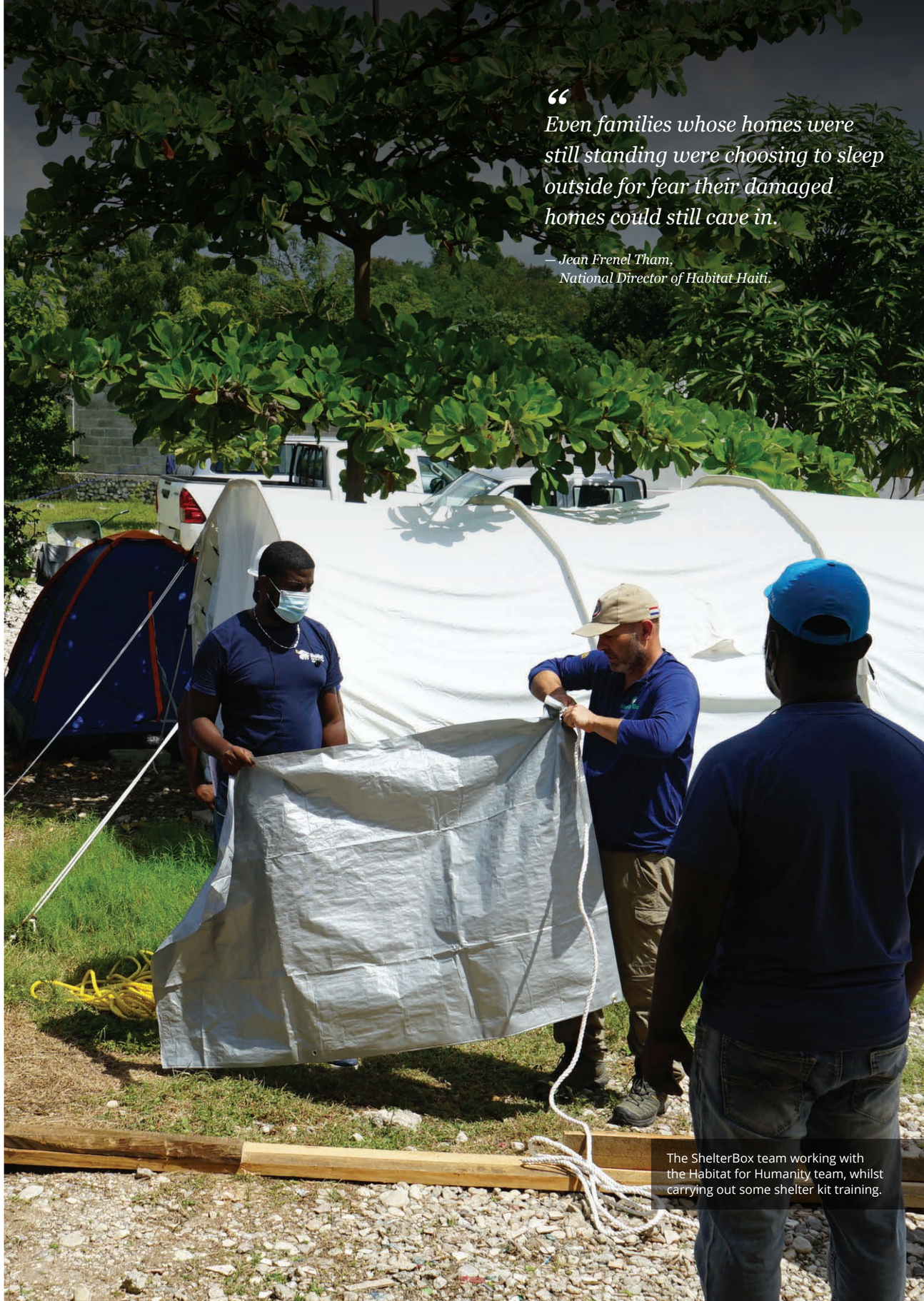
It was a clear example of the power of partnership. ShelterBox provided aid items from our Panama warehouse, organised international logistics and delivered shelter training. Our Rotary and Habitat for Humanity partners used their local knowledge and connections to identify where we could make the biggest difference, unloaded shipping containers, distributed aid items (including travelling to remote communities using barges and canoes), passed on our shelter training to communities and monitored our impact in the region.

As Alex Ulloa from The Rotary Club of San Pedro Sula explained: *"Every party was responsible for their role in the partnership, so each was able to focus on the critical aspects of their part of the project. Overall these aspects led to lower costs and faster transit time, and therefore the families receiving the aid were benefitted at a faster rate."*

This way of working has been central to our impact for two decades, and we were delighted to be able to celebrate our links with Rotary International in a range of ways in 2021. Our CEO Sanj Srikanthan was honoured to speak at Rotary's International Convention, and both Shekhar Mehta, Rotary International's President, and Jennifer Jones, President Elect, were kind enough to speak at our own International Fundraising Conference via video link.

At the same event, we honoured the incredible contributions of Clements Witt, who has run ShelterBox Germany for 16 years, and Karsten Thuen, who has been at the helm of ShelterBox Denmark for a decade. Both discovered ShelterBox through their connections with Rotary. And as Rotary in Denmark marked its 100th anniversary, ShelterBox staff from the UK travelled to join in the celebrations.

Looking to the future, increasing our commitment to partnership is one of the central objectives of our new strategy. As the impacts of the climate crisis continue to grow and many more people are forced from their homes, we must increase the scale of our work – and joining with organisations that share our determination and ambition will be right at the heart of this.



The ShelterBox team working with the Habitat for Humanity team, whilst carrying out some shelter kit training.

Financial review of 2021

It is testament to the generosity and commitment of our supporters that, despite the ongoing impact of the coronavirus pandemic, we ended 2021 with income considerably above our original target. In total we raised £14.19m, against our original target of £13.2m. In short, the ShelterBox community is incredible.

Support in the UK and globally exceeded our expectations, with key fundraising moments including our Haiti earthquake appeal - which raised over £1 million globally - and our Christmas Appeal. Fundraising focused on the climate crisis also drove a generous response, especially in the UK and Germany. And, as ever, our relationship with Rotary was vital to our fundraising success, despite the challenges of community fundraising during the pandemic.

Our fundraising in the UK was particularly strong, as we exceeded our target by almost £1 million. Our affiliates in Australia, Canada, Germany and the Netherlands also exceeded their own expectations for 2021, while ShelterBox USA had a strong year, with income only slightly below its target.

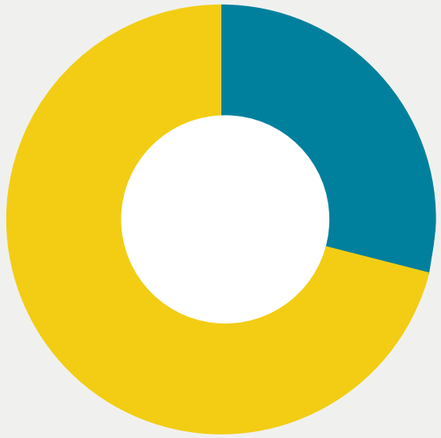
In total, our net income was £10.6m compared with £10.9m in 2020.

We ended 2021 with a surplus of £2.5m. This was in part due to our strong fundraising performance but also reflected challenges with delivering support, with travel restrictions, supply chain issues and staffing challenges all having an impact on our ability to respond to disasters. The Philippines also experienced fewer extreme weather events than can typically be expected.

We intend to scale-up our responses throughout 2022 to meet growing global humanitarian need and spend down our reserves. We have taken action to address the staffing challenges we experienced in 2021 and enter 2022 in a very strong financial position.

Reserves

Reserves are currently above our minimum threshold (£15m against a minimum threshold of £10m), in large part due to the unplanned surplus detailed above. We are setting a loss-making budget for 2022 to help reduce this balance. Our reserves policy is designed to balance the needs of future and current beneficiaries, ensuring that reserves levels are sufficient to cover day-to-day activities, absorb setbacks and respond to change and opportunity. Reserves are currently higher than we would like and we have established plans in 2022 to reduce them.



Expenditure on raising funds: £3.570m (31%)

Expenditure on charitable activities £8.094m (69%)*

TOTAL INCOME: £14,193,000
TOTAL EXPENDITURE: £11,664,000

*Our charitable expenditure level of 69% is below our long-term average and not as high as we would have liked. This was due to COVID related challenges facing the distribution of aid and global supply chain, travel restrictions and staffing challenges. We have taken action to address these issues and have planned a loss-making budget for 2022 in order to increase our charitable expenditure ratio.



Yimdi and her son in Burkina Faso in their emergency shelter, which has been covered with tarpaulins provided by ShelterBox.

Looking ahead

In the last 20 years, the world has changed beyond our expectations. Looking to the year ahead, COVID will continue to significantly impact parts of the world with more limited access to vaccines.

We will continue to see more frequent and severe weather events due to our changing climate. Conflicts that force people to flee are not being resolved, and the Ukraine crisis now sees this phenomenon again in Europe.

We can expect to see flooding continue to be the leading cause of weather-related disasters in many parts of the world. Nineteen of the warmest years on record have occurred in the last two decades. Warmed oceans mean heavy rainfall in parts of the world ill prepared for it. Emergency shelter will play a lifesaving role in supporting communities to recover.

Preparing for the unexpected
We are preparing for the unexpected more than ever before. This means we need greater quantities of prepositioned stock around the world, to respond more quickly and cost effectively to disasters.

We will also establish partnerships in advance of a crisis with Rotary Clubs and local organisations who are also best placed to stay and support communities after the disaster.



Super Typhoon Rai (known locally as Odette) is the most severe storm to hit the Philippines this year. The equivalent of a category 5 hurricane, it's causing widespread destruction.

Carbon neutrality
We have committed to being carbon neutral by 2027 as part of a wider set of environmental commitments including minimising our use of problem plastics. We must `do no harm' not just to the people we serve but also the planet. Over the coming year, we will also put resources into adapting our shelter kits to be more climate friendly.

Story telling
While we remain focussed on providing emergency shelter after disaster, we will also speak up about the causes of disaster whether due to climate change, or long running unresolved conflicts. Our storytelling will come from the discussions with the people we serve and ensure that their voices shape how our supporters and their leaders in government tackle the problems we face.

Innovation
We will continue to invest in innovation. Our changing planet requires us to constantly adapt our aid and the support we offer. We will look at the role of new technology and the difference it can make for local communities.

New five-year strategy
We spent time in 2021 developing a strategy to move us forward over the next five years, including new ways of working to help us reach more people after disaster. In 2022, we will launch and start to embed this new strategic plan. Partnerships will be a major part of how we work together with others who care about achieving our vision of no one without shelter after disaster. We want to ensure that we are reaching greater scale in our aid programming alongside partners who are close to communities affected by crises and who understand the need for high quality, timely aid after disasters.

We are also passionate about learning from partners on how we can work better and add value in everything that we do.



ShelterBox Operations Philippines allows us to locally store aid items in our warehouse in the province of Cebu, so that we can respond fast and efficiently within the country, whenever disaster strikes.

PRINCIPAL RISKS AND UNCERTAINTIES

Our trustees have identified and reviewed the major risks to which the charity is exposed and have established systems to mitigate these.

The risk management framework is designed to manage risks in an appropriate manner rather than eliminating them completely.

The ShelterBox board monitors internal controls and procedures, along with the effectiveness of these controls, and as a result has not employed an internal auditor. The board also monitors the independence of our external auditors with reference to common practice and sector guidance.



Distributions in Honduras

Major risks

The main risks identified, and the measures taken to mitigate them are:

Financial Risk: Concentration risk from major donors, reduction in income or increased costs, impacting our ability to achieve our objectives.
Mitigated by: diversification of income sources, development of fundraising capacity, budgeting, forecasting and monthly reporting on income and expenditure, management of project pipeline and timeframes, regional programme strategies to provide a wider range of projects to support programme delivery, maintenance of adequate financial reserves.

Operational Risk: Serious operational incidents (unlawful detention, serious injury etc).
Mitigated by: response team training, safety and security planning, deployment evaluations, enhanced risk assessments and critical incident management planning and training.

Safeguarding Risk: A safeguarding incident involving beneficiaries, volunteers, or staff.
Mitigated by: Organisational safeguarding policy is in place, regularly reviewed and updated, alongside training for volunteers and staff; Safeguarding Specialist employed to oversee safeguarding issues within ShelterBox and assist with due diligence on partners; work with partners and local communities to provide an effective mechanism for staff, volunteers, partners, or members of the local community to raise any safeguarding concerns.

Cyber Risk: Cyber security incident (hacking, malware, payment fraud etc.).
Mitigated by: Increased security controls and staff training to reduce our exposure to cyber threats; tools and processes put in place to identify and seek to block active threats, such as multi-factor authentication; and processes adopted to isolate and contain any successful attacks and reduce their impact.

Reputational Risk: Reputational damage, leading to a loss of stakeholder support and income.
Mitigations: Adoption of, and adherence to, clear values, operating to internationally recognised humanitarian standards, compliance with fundraising guidelines and Code of Conduct; regular review and updating of policies dealing with Safeguarding, Whistleblowing, Complaints, Data Protection etc.; continued training of volunteers and staff, due diligence on suppliers and partners; and monitoring and evaluation.

People Risk: Management of change, resourcing, staff turnover and staff well-being.
Mitigated by: Internal re-structure and recruiting on key posts, employee engagement surveys, increased focus on well-being; investment in Learning and Development; and specialist support for Equality, Diversity, and Inclusion developments.



Aid arriving in Haiti

Geo-political Risk: Conflict, increased costs, access to areas, supply chain risk including disruption to global or regional logistics, impairing ShelterBox's capacity to deliver aid in a timely manner.
Mitigated by: Continued monitoring of security situation; safety and security planning; close liaison with partners, freight forwarders and suppliers; allowing longer lead times and consideration of regional and national suppliers.

Regulatory Risk: Increased complexity of legal and regulatory requirements.
Mitigated by: Compliance training plan in place for 2022 across many issues including Gift Aid, the fundraising code, and data protection; creation of new post to provide oversight of all fundraising compliance risks, ongoing development of data protection processes.

COVID Risk: Effect of coronavirus on ShelterBox's ability to raise funds and run its programmes internationally.

Mitigated by: Most of our staff continue to work from home and desk spacing and other mitigations are in place for staff that work from the office; we are working constantly to ensure we remain able to engage our audiences in powerful and relevant ways and to develop new ways to fundraise; we are working with locally based partners due to travel restrictions and applying COVID mitigations in our deployments and responses.



Structure, governance and management

Structure

ShelterBox is a registered charity and a company limited by guarantee.

It is governed in accordance with its Articles of Association, which also set out its objects and powers. Each member of the charitable company undertakes to contribute £1 in the event of the company being wound up. There were 10 members as at 31 December 2021, each of whom was also a trustee; they have no beneficial interest in the company. The company number is 4612652 and the charity number is 1096479.



Honduras distributions, Hurricanes Eta & Iota 2021

ShelterBox is governed by a board of volunteer trustees. The board is responsible for providing overall policy direction and for overseeing the management of the charity's affairs in accordance with its mission. The board is also responsible for compliance with UK charity and company statutory requirements.

Trustees are appointed, elected or re-elected for a fixed term in accordance with the Articles of Association. New trustees participate in an induction programme, covering all aspects of the role and the organisation, while trustee training and development is provided at quarterly board meetings. Trustees also attend occasional external conferences. The board continually monitors its composition and effectiveness of decision-making. The trustees then delegate the day-to-day running of the organisation to the Chief Executive and Executive team.

Designated trustees and managers serve on committees, which meet quarterly and have terms of reference approved by the board. There are currently three committees, the Finance and Fundraising Committee; the International Programmes Committee; and the People, Audit and Risk Committee. The decisions made by the trustees are predominantly at a strategic level, whilst the committees provide further scrutiny within their respective areas.

A wholly owned subsidiary, ShelterBox Trading Limited, undertakes certain trading activities relating to ShelterBox. ShelterBox Operations Philippines, Inc. (SBOP) is a non-stock, non-profit company registered in the Philippines and undertakes charitable activity in the Philippines. SBOP is deemed a subsidiary by virtue of ShelterBox Trust and senior employees of ShelterBox Trust comprising the majority of the members of the company.

Public benefit

As a charity, we have a duty to operate for the public benefit. We do this by undertaking activities designed to meet our charitable objectives of providing on a worldwide basis humanitarian relief, aid and assistance for the benefit of people in charitable need affected by, or vulnerable to, disaster or other events, particularly by providing shelter.

This report includes examples which illustrate how our work contributes to our charitable aims and the benefit it brings to communities around the world.

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.



Home visits, Philippines

Volunteers and staff

Coronavirus continues to impact all elements of ShelterBox's work, and like many other organisations, most of our staff worked from home for a significant proportion of 2021.

Travel restrictions have continued to mean that we have had limited opportunity to work with our volunteer ShelterBox Response Team members (SRT), but we have been humbled by how committed they have remained, and we are working hard to keep them updated with training. We were able to deploy a team to Haiti in October 2021, including both staff and SRT, to work on our response to the Haiti earthquake in August 2021.

Hundreds of other volunteers have continued to help this year despite the restrictions, including fundraising, administration and speaking events.

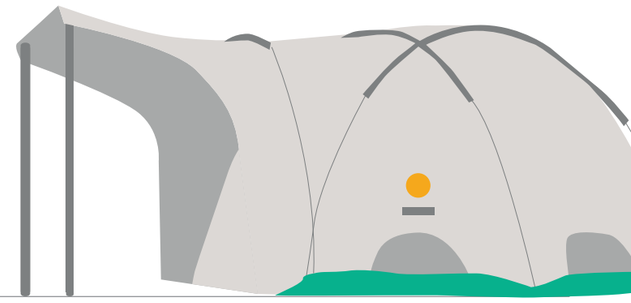
Due to the scale and variety of work carried out by volunteers, it is not practicable to attach a value to this contribution.

Key management salaries are benchmarked against similar roles in the sector and set within permitted bands in accordance with the ShelterBox pay structure.

Disclosure to auditor

The trustees in office at the date of approval of this Trustees' Annual Report confirm that, so far as they are each aware, there is no relevant audit information of which the charity's auditor is unaware and each trustee has taken all the steps they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.



Statement of Trustees' responsibilities in respect of the Trustees' Annual Report and the financial statements

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

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Robin Bayford FCA
Hon. Treasurer

Date: 8th June 2022



Nelcie with partner Rodante and children Dana, Rodnel and Dharline, in the Philippines after Typhoon Vongfong.

Reference and administrative details

Trustees

- James Sinclair Taylor (Chair)
- Claire Goudsmit (Vice Chair)
- Yinka Babalola (appointed 25 May 2021)
- Margaret Batty (resigned 9 April 2021)
- Robin Bayford FCA (Hon. Treasurer)
- Richard Bland
- William Decker
- Katherine Fick (Resigned 13 May 2021)
- Steven Horan (appointed 3 March 2022)
- Michelle Jeuken
- Rowan Johnson (appointed 25 May 2021)
- Karl Shuker
- Leo Skyner (appointed 25 May 2021)
- Greg Thacker FCA (resigned on 25 May 2021)

Executive team

- Chief Executive Officer, Sanj Srikanthan
- Director of Operations, Darren Moss (resigned 31 October 2021)
- Interim Director of Operations, Miranda Harrington (appointed 4 October 2021, resigned 31 March 2022)
- Director of International Programmes, Euan Crawshaw (appointed 7 March 2022)
- Director of Fundraising and Communications, Robyn Cummins (maternity leave from 8 April 2021 to 4 February 2022)
- Director of Fundraising and Communications, (job share) Kizzy Gardiner and Harriett Roberts (appointed 1 March 2021)
- Director of Finance, Michael Johns (retired 21 May 2021)
- Director of Finance, Michael Collins (appointed 28 June 2021)
- Director of Human Resources, Kevin Orchard (resigned 31 January 2022)
- Director of People, Ruth Evans (appointed 28 March 2022)

Auditor

Crowe UK LLP
4th Floor
St James House
St James Square
Cheltenham
GL50 3PR

Registered office and Principal office

Falcon House
Charles Street
Truro
TR1 2PH

Company number
4612652

Charity number
1096479

Legal advisers

Stephens Scown LLP
Osprey House
Malpas Road
Truro
TR1 1UT

Foot Anstey LLP
Senate Court
Southernhay Gardens
Exeter
EX1 1NT

Independent auditor's report to the members of ShelterBox Trust

Opinion

We have audited the financial statements of Shelterbox Trust ('the charitable company') and its subsidiaries ('the group') for the year ended 31 December 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.



Women collect shelter items in Sudan, 2021

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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



Damage caused by the earthquake in Haiti, 2021. Habitat for Humanity

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 36, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Independent auditor's report to the members of ShelterBox Trust

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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



People affected by the conflict in Northern Ethiopia, 2021. Photo taken by IOM.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Health and safety legislation, employment law, and Anti-fraud, bribery and corruption legislation. We also considered compliance with local legislation for the group's overseas operations.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management.

Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures to test the timing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

Tara Westcott
Senior Statutory Auditor

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

St James House, St James Square
Cheltenham, GL50 3PR

Date: 22nd June 2022

Consolidated statement of financial activities for the year ended 31 December 2021

	Note	Unrestricted funds 2021 £000	Restricted funds 2021 £000	**Total Funds 2021 £000**	Unrestricted funds 2020 £000	Restricted funds 2020 £000	**Total Funds 2020 £000**
Income from							
Donations and legacies	2	**6,934**	**7,047**	**13,981**	6,415	7,229	13,644
Charitable activities		**-**	**-**	**-**	133	-	133
Other trading activities		**202**	**-**	**202**	162	-	162
Investments		**2**	**-**	**2**	9	-	9
Other income		**8**	**-**	**8**	29	-	29
Total		**7,146**	**7,047**	**14,193**	**6,748**	**7,229**	**13,977**
Expenditure on							
Raising funds		**3,358**	**212**	**3,570**	3,051	72	3,123
Charitable activities		**1,983**	**6,111**	**8,094**	2,695	5,642	8,337
Total	3	**5,341**	**6,323**	**11,664**	**5,746**	**5,714**	**11,460**
Transfer between funds		**-**	**-**	**-**	**428**	**(428)**	**-**
Net movement in funds		**1,805**	**724**	**2,529**	**1,430**	**1,087**	**2,517**
Reconciliation of funds							
Total funds brought forward		**8,379**	**4,562**	**12,941**	6,949	3,475	10,424
Net movement in funds	15	**1,805**	**724**	**2,529**	1,430	1,087	2,517
Total funds carried forward		**10,184**	**5,286**	**15,470**	**8,379**	**4,562**	**12,941**

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure are derived from continuing operations.

The notes on pages 45 to 61 form part of these financial statements.

Company number 4612652

Charity number 1096479

Balance sheets as at 31 December 2021

	Note	**Group 2021 £000**	**Charity 2021 £000**	Group 2020 £000	Charity 2020 £000
Fixed assets					
Tangible assets	8	**166**	**154**	241	240
Investments	9	**-**	**1**	-	1
		166	**155**	241	241
Current assets					
Current asset investment	10	**-**	**-**	50	50
Stocks	11	**3,697**	**3,197**	3,057	2,917
Debtors	12	**1,225**	**1,223**	779	798
Short term deposits	13	**5,999**	**5,999**	6,205	6,205
Cash at bank and in hand	13	**6,163**	**5,977**	4,161	4,047
		17,084	**16,396**	14,252	14,017
Creditors: amounts falling due within one year	14	**(1,780)**	**(1,801)**	(1,552)	(1,510)
Net current assets		**15,304**	**14,595**	12,700	12,507
Net assets		**15,470**	**14,750**	12,941	12,748
Charity funds					
Restricted funds	15	**5,286**	**5,286**	4,562	4,562
Unrestricted funds - designated	15	**2,006**	**2,006**	2,006	2,006
Unrestricted funds - general	15	**8,178**	**7,458**	6,373	6,180
Total funds		**15,470**	**14,750**	12,941	12,748

The financial statements were approved and authorised for issue by the Trustees on 8th June 2022 and signed on their behalf by:

James Sinclair Taylor – Chair **Robin Bayford FCA – Hon. Treasurer**

Company number 4612652
The notes on pages 45 to 61 form part of these financial statements.

Consolidated cash flow statement for the year ended 31 December 2021

	Note	2021 £000	2020 £000
Cash flows from operating activities			
Net cash provided by/outflow from operating activities	**17**	**1,821**	3,061
Cash flows from investing activities			
Dividends, interests and rents from investments		**2**	9
Proceeds from the sale of tangible fixed assets		**-**	1
Purchase of tangible fixed assets		**(27)**	(33)
Net cash provided by investing activities		**(25)**	(23)
Change in cash and cash equivalents in the year		**1,796**	3,038
Cash and cash equivalents brought forward		**10,366**	7,328
Cash and cash equivalents carried forward	**13**	**12,162**	10,366

Notes to the financial statements for the year ended 31 December 2021

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice, Accounting and Reporting by charities preparing their accounts in accordance with the *Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland* (FRS 102) effective 1 January 2019, the Companies Act 2006 and accounting standards. The financial statements are prepared in pound sterling which is the functional currency of the charity and group and rounded to the nearest £000.

ShelterBox Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

ShelterBox Trust is an incorporated company limited by guarantee in the United Kingdom (Company number 4612652) and is a registered charity in England and Wales (Charity number 1096479). ShelterBox Trust's registered office is Falcon House, Charles Street, Truro, TR1 2PH.

These financial statements include the results of the charity together with the results of all of the charity's subsidiaries including those overseas.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements. See note 23 for details of the parent charity results for the year.

1.2 Going concern

The financial statements have been prepared on a going concern basis which the Trustees consider to be appropriate for the following reasons.

The COVID-19 pandemic has meant that our staff and volunteers were unable to travel to disaster areas and so we focused on working with local partners and adapted our aid offering by providing training online to our partners. Working closely with local partners has continued in 2021, deployed COVID-19 mitigation measures are in place and were deployed in response to the Earthquake in Haiti and Typhoon Rai in the Philippines in late 2021. Throughout 2021 income levels remained higher than expected and are projected to meet target in 2022. At the end of the reporting period, reserves were in a strong position.

Consequently, the Trustees are confident that the Group and the charity will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements.

1.3 Fund accounting

Unrestricted funds are the funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds which have been set aside by the Trustees for particular purposes.

Restricted funds are funds which are to be used for specific purposes laid down by the donor. The costs of raising and administering such funds are charged to the funds.

1.4 Income

Income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, receipt is virtually certain and the amount can be measured with reasonable certainty. Income is only deferred where the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period. The specific policies adopted in relation to the main categories of income are as follows:

- Donations and grants, including from ShelterBox affiliate organisations, are recognised in the period in which they are receivable Income from grants. Grants are recognised only when the charity has entitlement to the funds and it is probable that any conditions can be met. Entitlement to legacies is treated as arising once notification by the executors is received, the value can be measured reliably and an asset and liability schedule has been received.

- Gifts in kind, such as donated transport, are recognised where the benefit is quantifiable and the cost is borne by a third party. An equivalent amount is recognised as expenditure within the statement of financial activities.

- ShelterBox benefits from the support of many volunteers in an operational capacity as well as many other vital roles. In accordance with the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in these financial statements.

1.5 Expenditure

Expenditure is recognised in the period in which it is incurred. Grants payable are recognised when a binding commitment has been made with a partner organisation. Expenditure includes any attributable VAT which cannot be recovered.

Expenditure on raising funds comprises the cost of seeking voluntary contributions, and it includes the costs of providing donors with information about the charity's work.

Expenditure on charitable activities comprises the resources applied by the charity in undertaking work to meet its charitable objectives, as opposed to the cost of raising the funds to finance these activities.

Expenditure incurred directly on particular activities is allocated to that activity. Support costs, including general management, budgeting and accounting, IT, human resources, premises and other administration costs, are apportioned to activities based on a judgement of the percentage the specific activity represents in relation to the total non-support expenditure. Redundancy/termination payments are accounted for on an accruals basis.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. All expenditure of a capital nature exceeding £500 is capitalised. Depreciation is provided at rates calculated to write down the cost of each asset on a straight-line basis to its estimated residual value over its expected useful life. The depreciation rates used are as follows:

Fixtures, fittings and equipment	20%

1.7 Stock of disaster relief materials

Stocks are valued at the lower of cost and recoverable value. Cost is determined on a first in first out basis and includes all normal costs incurred in bringing the stock to its present location and condition. Recoverable value is the higher of value in use and net realisable value. Value in use is determined as the replacement cost of items of equivalent service potential. Provision is made where necessary for obsolete, slow moving and defective stock.

Stocks are removed from the balance sheet and charged to the Statement of Financial Activities when distributed to beneficiaries.

1.8 Foreign currencies

Transactions denominated in foreign currencies are translated at the rate of exchange ruling at the date of the transaction or at a contract rate. Foreign currency balances are translated at the rate of exchange ruling at the balance sheet date and the resultant exchange rate differences are included in the statement of financial activities.

1.10 Operating leases

Operating lease rentals are charged to the statement of financial activities on a straight line basis over the lease term.

1.11 Pensions

The Group operates a defined contribution pension scheme. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

1.12 Taxation

ShelterBox Trust is a registered charity, which applies its income for charitable purposes. As such, no provision is considered necessary for taxation.

1.12 Basic financial Instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments, these being cash at bank, debtors and creditors. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.13 Accounting judgement and estimate

In the preparation of the financial statements, certain accounting estimates and judgements are used to apply the accounting policies. These include: Included within Stock is a provision for obsolete stock and within Prepayments and Accrued Income is accrued income in respect of residuary legacies.

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	Total Funds
	2021 £000	2021 £000	2021 £000
Donations from individuals	**3,619**	**221**	3,840
Legacies	**1,314**	**-**	1,314
Donations from Rotary and community groups	**616**	**46**	662
Grants from corporations and trusts	**302**	**738**	1,040
Gift Aid	**506**	**23**	529
Donations and grants from ShelterBox affiliate organisations	**577**	**6,019**	6,596
Total	**6,934**	**7,047**	13,981

Future legacy income of £971,281 is expected from legacies that have been notified to the Charity.

	Unrestricted funds	Restricted funds	Total Funds
	2020 £000	2020 £000	2020 £000
Donations from individuals	**2,944**	**133**	3,077
UK Legacies	**1,422**	**-**	1,422
Donations from Rotary and community groups	**539**	**1**	540
Grants from corporations and trusts	**503**	**203**	706
Gifts in kind	**-**	**139**	139
Gift Aid	**449**	**9**	458
Donations and grants from ShelterBox affiliate organisations	**558**	**6,744**	7.302
Total	**6,415**	**7,229**	13,644

3. EXPENDITURE

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total 2021
	£000	£000	£000	£000	£000
Expenditure on charitable activities	**1,701**	**1,183**	**3,460**	**1,750**	**8,094**
Expenditure on raising funds	**1,314**	**14**	**1,296**	**946**	**3,570**
Support costs	**1,310**	**-**	**1,374**	**(2684)**	**-**
Governance	**-**	**-**	**12**	**(12)**	**-**
Total	**4,325**	**1,197**	**6,142**	**-**	**11,664**

Support costs which cannot be directly allocated to activities are apportioned on the basis of estimated usage by those activities.

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total 2020
	£000	£000	£000	£000	£000
Expenditure on charitable activities	**1,690**	**642**	**4,437**	**1,568**	**8,337**
Expenditure on raising funds	**1,207**	**2**	**1,071**	**843**	**3,123**
Support costs	**1,062**	**-**	**1,317**	**(2,379)**	**-**
Governance	**-**	**-**	**32**	**(32)**	**-**
Total	**3,959**	**644**	**6,857**	**-**	**11,460**

ALLOCATION OF SUPPORT COSTS

Support costs are allocated to activities based on their estimated usage by those activities.

	Expenditure on Charitable Activities	Expenditure on Raising Funds	Total
	2021 £000	2021 £000	2021 £000
Finance, legal and central services	**640**	**338**	**978**
IT	**533**	**261**	**794**
HR and Learning and Development	**311**	**177**	**488**
Facilities	**243**	**153**	**396**
Governance	**23**	**17**	**40**
Total	**1,750**	**946**	**2,696**

	Expenditure on Charitable Activities	Expenditure on Raising Funds	Total
	2020 £000	2020 £000	2020 £000
Finance, legal and central services	**619**	**307**	**926**
IT	**500**	**247**	**747**
HR and Learning and Development	**136**	**78**	**214**
Facilities	**294**	**198**	**492**
Governance	**19**	**13**	**32**
Total	**1,568**	**843**	**2,411**

4. GRANTS PAYABLE

Grants are payable to partners in furtherance of the objectives of ShelterBox Trust.

		2021	2020
		£000	£000
Institution	**Project**		
ACTED	Nigeria	**397**	189
IOM	Ethiopia	**-**	66
Bahar Relief Organisation	Syria Crisis	**64**	(37)
IEDA	Lake Chad Basin Crisis	**130**	157
ActionAid	Somaliland drought	**-**	50
ReliefAid	Syria crisis	**78**	44
Habitat for Humanity Paraguay	Paraguay	**-**	2
IFRC	Tanzania	**-**	23
UPO	Sudan	**14**	61
Habitat for Humanity India	India	**8**	87
Care Mozambique	Mozambique	**120**	-
Habitat for Humanity	Haiti	**219**	-
HELP	Burkina Faso	**48**	-
ShelterBox USA	Affiliate network	**-**	2
Benevolence Coalition Humanitarian	Yemen	**106**	-
Other ShelterBox affiliate organisations	Affiliate network	**13**	-
Total		**1,197**	644

5. NET RESOURCES EXPENDED

This is stated after charging:

	2021	2020
	£000	£000
Depreciation of tangible fixed assets	**102**	173
Auditors' remuneration - audit	**41**	30
Operating lease rentals	**322**	329
Loss on disposal of fixed assets	**-**	1
Exchange rate loss	**33**	122

6.TRANSACTIONS WITH TRUSTEES

Members of the board of trustees (who are also directors of the charitable company) received no remuneration (2020: £Nil) for their services as trustees.

No trustees received reimbursement of expenses for travel and subsistence in the year (2020: two trustees £433).

Trustees' indemnity insurance was purchased at a cost of £2,395 (2020: 714).

7. STAFF COSTS

Staff costs were as follows:

	Group 2021	Charity 2021	Group 2020	Charity 2020
	£000	£000	£000	£000
Wages and salaries	**3,714**	**3,661**	3,461	3,414
Social security costs	**365**	**365**	327	327
Pension costs	**165**	**165**	151	151
Life assurance	**6**	**6**	8	8
Agency and seconded staff	**8**	**8**	-	-
Termination costs	**67**	**67**	12	12
Total	**4,325**	**4,272**	3,959	3,912

The average number of persons employed by the company during the year was as follows:

	2021	2020
	No.	No.
	124	125

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021	2020
	No.	No.
In the band £100,001 - £110,000	**-**	1
In the band £110,001 - £120,000	**1**	-

Payment of £12,728 (2020: £4,263) were made to the charity's defined contribution pension scheme for three higher paid employee (2020: one) whose annual emoluments exceeded £60,000.

Key management personnel are deemed to be the charity's executive team, consisting of 5 (2020: 5) individuals. The charity's executive team received total emoluments in the year of £422,550 (2020: £329,439). This represents total emoluments paid to 10 different employees who occupied the 5 executive team roles during the year

Termination costs were paid in full in the year and there were no outstanding or accrued amounts at the end of the year.

8. TANGIBLE FIXED ASSETS

	Fixtures and fittings Group 2021	Fixtures and fittings Group 2020	**Fixtures and fittings Charity 2021**	Fixtures and fittings Charity 2020
	£000	£000	£000	£000
Cost				
At 1 January	**1,169**	1,150	**1,157**	1,139
Additions	**27**	33	**15**	32
Disposals	**-**	(14)	**-**	(14)
At 31 December	**1,196**	1,169	**1,172**	1,157
Depreciation				
At 1 January	**928**	769	**917**	758
Charge for the year	**102**	173	**101**	173
On disposals	**-**	(14)	**-**	(14)
At 31 December	**1,030**	928	**1,018**	917
Net book value				
At 31 December	**166**	241	**154**	240
At 1 January	**241**	381	**240**	381

9. FIXED ASSET INVESTMENTS

	Investments in subsidiary companies
	£000
Cost and Net book value	
At 1 January 2021 and 31 December 2021	**1**

The investment relates to ShelterBox Trading Limited which is a wholly owned subsidiary (1,000 ordinary shares of £1 each) that undertakes various trading and fundraising activities.

10. CURRENT ASSET INVESTMENTS

	Group 2021	Group 2020	**Charity 2021**	Charity 2020
	£000	£000	**£000**	£000
UK Equities	**-**	50	**-**	50
	-	50	**-**	50

11. STOCKS

	Group 2021	Group 2020	**Charity 2021**	Charity 2020
	£000	£000	**£000**	£000
Held in the UK	**84**	8	**84**	1
Pre-positioned outside the UK	**2,924**	2,768	**2,424**	2,635
Aid in transit	**689**	281	**689**	281
	3,697	3,057	**3,197**	2,917

Stock of disaster relief materials is net of provisions of £257,363 (2020: £287,959).
Amounts included in expenditure in the year can be seen in note 3.

12. DEBTORS

	Group 2021	Group 2020	**Charity 2021**	Charity 2020
DUE WITHIN ONE YEAR	**£000**	£000	**£000**	£000
Trade debtors	**10**	2	**-**	-
Amounts due from intergroup companies	**-**	-	**23**	50
Other debtors	**7**	5	**-**	1
Prepayments and accrued income	**323**	469	**323**	461
VAT and Gift Aid	**105**	302	**97**	286
Deferred taxation	**-**	1	**-**	-
Legacy Debtor	**780**	-	**780**	-
	1,225	779	**1,223**	798

13. DEPOSITS AND BANK/CASH BALANCES

	Group 2021	Group 2020	**Charity 2021**	Charity 2020
	£000	£000	**£000**	£000
Short term deposits	**5,999**	6,205	**5,999**	6,205
	5,999	6,205	**5,999**	6,205
Bank current accounts and cash				
Sterling bank accounts	**3,668**	2,800	**3,646**	2,730
Foreign currency bank accounts	**2,465**	1,314	**2,301**	1,270
Cash	**30**	47	**30**	47
	6,163	4,161	**5,977**	4,047

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2021	Group 2020	Charity 2021	Charity 2020
	£000	£000	£000	£000
Trade creditors	1,001	860	984	848
Other taxation and social security	179	123	159	123
Accruals and deferred income	600	569	588	530
Amount owing to inter-group companies	-	-	70	9
	1,780	1,552	1,801	1,510

DEFERRED INCOME:

	Group 2021	Group 2020	Charity 2021	Charity 2020
	£000	£000	£000	£000
Balance brought forward	21	7	-	-
Amount released in the year	(17)	(5)	-	-
Amount deferred in the year	17	19	-	-
Balance carried forward	21	21	-	1,-

Deferred income arises where Book Club membership gift vouchers have been purchased and are yet to be fully utilised.

15. STATEMENT OF FUNDS

	Balance at 1 January 2021	Income	Expenditure	Balance at 31 December 2021
	£000	£000	£000	£000
Designated funds				
Stock	2,006	-	-	2,006
General funds				
General funds	6,373	7,146	(5,341)	8,178
Total unrestricted funds	8,379	7,146	(5,341)	10,184
Restricted funds				
Haiti Earthquake	-	892	(862)	30
Typhoon Rai Fund	-	221	(11)	210
COVID-19	56	129	(180)	5
ShelterBox Operations Philippines Inc	270	2	(272)	-
Emergency Supply	911	-	-	911
ShelterBox Disaster Fund	6	5	-	11
Syria Crisis	(176)	842	(561)	105
Other Disasters	66	-	(65)	1
Arch Capital Group Fund	-	83	-	83
Climate Change	-	2	-	2
Ethiopia Crisis	-	262	(192)	70
Haddon Fund	-	220	(39)	181
JTI Foundation	68	210	(94)	184
Australia Developing Country fund	134	79	-	213
Burkina Faso Crisis	-	65	(65)	-
Hurricane Eta	181	1	(182)	-
Sudan Flooding	-	127	(127)	-
DEW Foundation grant	-	48	(48)	-
Affiliates fund	2,370	2,300	(2,560)	2,110
Crystal Spring Foundation Ring Fenced	-	971	(574)	397
Syria and Iraq Crisis	112	44	(124)	32
Gifts in Kind	28	254	(67)	215
ShelterBox Germany fund	476	290	(240)	526
Lake Chad Basin	14	-	(14)	-
Cyclone Idai	46	-	(46)	-
	4,562	7,047	(6,323)	5,286
Total funds	12,941	14,193	(11,664)	15,470

15. STATEMENT OF FUNDS (continued)

	Balance at 1 January 2020	Income	Expenditure	Transfers in/out	Balance at 31 December 2020
	£000	£000	£000	£000	£000
Designated funds					
Stock	1,401	-	-	605	2,006
General funds					
General funds	5,548	6,748	(5,746)	(177)	6,373
Total unrestricted funds	6,949	6,748	(5,746)	428	8,379
Restricted funds					
Emergency supply	1,337	2		(428)	911
ShelterBox Disaster Fund	-	45	(39)	-	6
JTI Foundation	-	119	(51)	-	68
Australian Developing Country Fund	94	81	(41)	-	134
Affiliates Fund	1,532	2,813	(1,975)	-	2,370
Other disasters	6	60	-	-	66
Syria and Iraq	2	117	(7)	-	112
SB Germany fund	280	284	(88)	-	476
Lake Chad Basin	151	664	(801)	-	14
Somaliland	-	473	(473)	-	-
Cyclone Idai	46	-	-	-	46
Cyclone Harold	-	258	(258)	-	-
Hurricane Eta	-	199	(18)	-	181
Burkina Faso	-	71	(71)	-	-
COVID-19	-	138	(82)	-	56
Syria Crisis	-	1,043	(1,219)	-	(176)
ShelterBox Operations Philippines Inc	27	723	(480)	-	270
Gift In kind	-	139	(111)	-	28
	3,475	7,229	(5,714)	(428)	4,562
Total restricted funds	10,424	13,977	(11,460)	-	12,941

The Syria Crisis fund was in deficit at 31st December 2020 on the expectation of funds being received in January 2021.

The Emergency Supply fund is restricted to the holding of stock and its purpose is to allow the charity to hold sufficient stock levels.

The ShelterBox Disaster fund is a multi purpose fund, the use of which is restricted to stock holding, research and development, training and infrastructure development.

The JTI Foundation fund is for a variety of specified purposes including the provision of aid and operational capacity building.

The Australian Developing Country fund is restricted to use for disasters in a number of specified developing countries.

The Affiliates fund comprises income received from ShelterBox affiliated organisations the use of which is restricted to disaster response.

The other Disaster Appeals are funds restricted for the purpose of responding to specific disasters.

The Syria and Iraq fund are funds restricted to responding to the Syria and Iraq crises.

The SB Germany fund comprises income received from ShelterBox Germany and is restricted to disaster response.

The Lake Chad Basin fund relates to responding to the Lake Chad Basin Crisis.

The Cyclone Idai fund is restricted to use for the charity's response to Cyclone Idai. Any surplus from the appeal may be used for general purposes.

The Hurricane Eta fund is restricted to use in the charity response to Hurricane Eta.

Cyclone Harold fund is restricted to use for the charity response to Cyclone Harold.

The Gifts in Kind fund comprises goods and services provided to the charity for use in carrying out its charitable activities.

The COVID 19 is restricted to use for COVID-19 crisis.

The Burkina Faso fund is restricted to use in the charity's response to conflict in Burkina Faso. Ethiopia fund is restricted to responding in Ethiopia conflict. Sudan fund is restricted to responding in Sudan flooding.

The ShelterBox Operations Philippines fund is restricted to use in Philippines.

The Stock designated fund are funds designated for the holding and prepositioning of disaster relief materials. The fund represents unrestricted "paid stock", i.e. the value of the charity's stocks less associated trade creditors, excluding amounts held in other funds.

Transfers between funds include designation of unrestricted funds towards the holding of stock and agreement with a donor to remove the restriction from a donation.

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

CURRENT YEAR

	Unrestricted Funds 2021	Restricted Funds 2021	Total Funds 2021
	£000	£000	£000
Tangible fixed assets	166	-	166
Net current assets	10,018	5,286	15,304
	10,184	5,286	15,470

PRIOR YEAR

	Unrestricted Funds 2020	Restricted Funds 2020	Total Funds 2020
	£000	£000	£000
Tangible fixed assets	241	-	241
Net current assets	8,138	4,562	12,700
	8,379	4,562	12,941

17. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021	2020
	£000	£000
Net movement in funds (as per Statement of financial activities)	2,529	2,517
Adjustment for:		
Depreciation charges	102	173
Dividends, interests and rents from investments	(2)	(9)
Profit on the sale of fixed assets		(1)
Increase in short-term investment	50	(50)
Increase in stocks	(640)	(54)
Increase in debtors	(446)	(127)
Increase in creditors	228	612
Net cash used in operating activities	1,821	3,061

18. ANALYSIS OF NET DEBT

	At 1 January 2021	Cash flows	At 31 December 2021
	£000	£000	£000
Deposits and cash at bank and in hand	10,366	1,796	12,162
	10,366	1,796	12,162

19. PENSION COMMITMENTS

The Group operates a defined contribution pension scheme. Contributions payable for the year were £165,388 (2020: £151,000). Outstanding contributions at the end of the year were £15,813 (2020: £12,877).

20. OPERATING LEASE COMMITMENTS

At 31 December 2021 the Group had commitments to make future minimum lease payments under non cancellable operating leases as follows:

	Group 2021	Group 2020
	£000	£000
Not later than 1 year	179	330
Later than 1 year and not later than 5 years	101	44
	280	374

21. OTHER FINANCIAL COMMITMENTS

The amount of materials purchase orders contracted for at 31 December 2021 but not recognised in these financial statements was;

	2021	2020
	£000	£000
Materials purchases contracted for	177	119

22 . SUBSIDIARIES AND RELATED PARTY TRANSACTIONS

RELATED PARTY TRANSACTIONS

The Charity has two subsidiaries: ShelterBox Trading Ltd, a UK company (registration number: 07096770) and ShelterBox Operations Philippines Inc a non-stock non-profit company registered in the Philippines (SEC registration CN201720528).

During the year the charity recharged costs to ShelterBox Trading Ltd of £4,212 (2020: £1,931). The charity allows ShelterBox Trading Ltd to use the ShelterBox name under licence. Royalties of £1,993 (2020: £1,423) were incurred during the year. At the year end the charity owed ShelterBox Trading Ltd £61,193 (2020: ShelterBox Trading Ltd owed the charity £20,578), in addition the charity has a loan to ShelterBox Trading Ltd of £20,000 (2020: £20,000). Loan interest was charged during the year totalling £632 (2020: £750), and gift aid donations of £11,226 (2020: £nil) were received in the year.

During the year, the charity made gifts of cash and aid items to ShelterBox Operations Philippines Inc. of £736,863 (2020: £530,456). At the end of the year, the charity owed ShelterBox Operations Philippines Inc. £8,931 (2020: £8,931)

There have been no transactions with other related parties in the year.

SUBSIDIARIES

ShelterBox Trust's subsidiaries ShelterBox Trading Ltd and ShelterBox Operations Philippines Inc are incorporated into the consolidated accounts in accordance with FRS 102.

a. ShelterBox Trading Ltd
ShelterBox Trust owns 100% of the issued share capital of ShelterBox Trading Ltd, a UK company (registration number: 07096770). Its registered office is Falcon House, Charles Street, Truro, TR1 2PH.

The income and expenditure for ShelterBox Trading Ltd were

	2021	2020
	£000	£000
Total Income	**202**	164
Total Expenses	**(168)**	(152)
Net Profit	**34**	12
Donation to ShelterBox Trust	**(11)**	-
Retained Profit	**23**	12

ShelterBox Trading Ltd Balance Sheet as at 31 December 2021

	2021	2020
	£000	£000
Current Assets	**92**	92
Current Liabilities	**(59)**	(82)
Net Assets	**33**	10

b. ShelterBox Operations Philippines Inc
ShelterBox Trust controls ShelterBox Operations Philippines Inc by virtue of the majority of the members being employees of ShelterBox Trust. ShelterBox Operations Philippines Inc is a non-stock non-profit company registered in the Philippines (SEC registration CN201720528), registered address Office 5, Unit 1401 Park Centrale Building, IT Park, Apas, Cebu City.

The income and expenditure for ShelterBox Operations Philippines Inc was

	2021	2020
	£000	£000
Total Income	**721**	569
Total Expenses	**(219)**	(745)
Net Surplus/Deficit	**502**	(176)

ShelterBox Operations Philippines Inc Balance Sheet as at 31 December 2021

	2021	2020
	£000	£000
Fixed Assets	**12**	1
Current Assets	**686**	193
Current Liabilities	**(10)**	(8)
Net Assets	**688**	186

23. PARENT CHARITY

a. In line with the SORP the parent charity had not published its own SOFA and the related notes. Details of the Charity's own income and results are as follows:

	2021	2020
	£000	£000
Total income	**14,009**	13,860
Expenditure on raising funds	**(3,409)**	(3,016)
Expenditure on charitable activities	**(8,598)**	(8,161)
Net deficit for the year	**2,002**	2,683



“My eldest son is 11-years-old, when I was pregnant with him the land was so green, there was plenty of rain and the livestock was in very good condition. We were living happily and it was a very good life. But over time, things have changed. The livestock died, even the ones that are left cannot be sold to the market because they are in poor health. We are struggling with life now.

– Nimo (a mother of 7 who was displaced due to severe droughts in Somaliland).

ShelterBox

ShelterBox
Falcon House, Charles Street,
Truro, TR1 2PH, UK

T +44 (0)1872 302600
E hello@shelterbox.org

President
Her Royal Highness
The Duchess of Cornwall

Rotary

ShelterBox and Rotary International are Project Partners in disaster relief.
ShelterBox is a registered charity independent of Rotary International and The Rotary Foundation.

SHELTERBOX TRUST

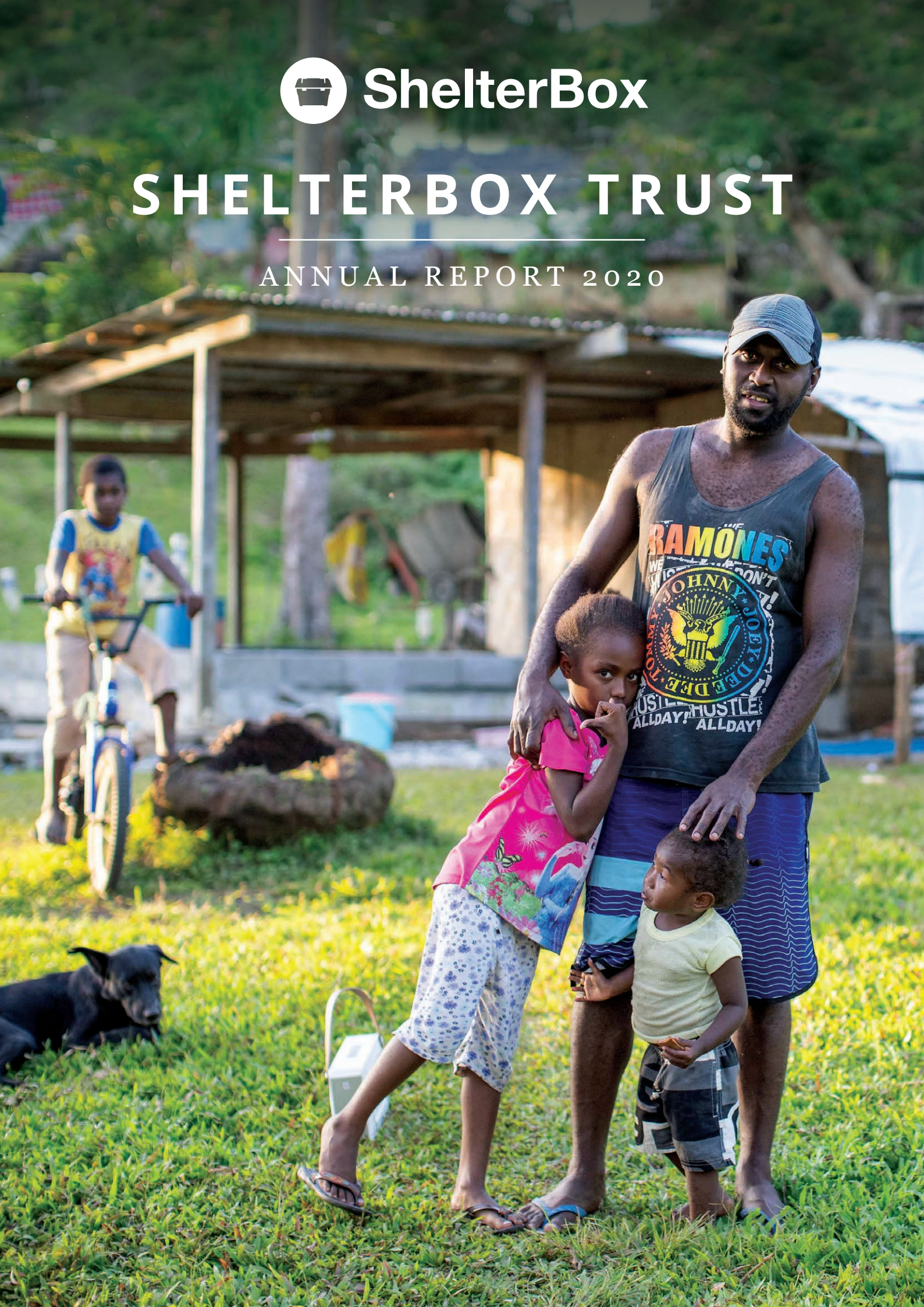
England & Wales - Charity number 1096479

Accounts

ShelterBox

SHELTERBOX TRUST

ANNUAL REPORT 2020



“

I try to stay in the tent with my children, not to go out unless necessary and not to get close to people as much as possible... We need masks and soap for washing hands and enough blankets for my family, so that I do not borrow from my relatives here and the infection does not spread.

— Umm

THROUGHOUT 2020, CORONAVIRUS CREATED A WHOLE NEW LEVEL OF FEAR FOR PEOPLE LIKE UMM. SHE WAS FORCED TO FLEE HER HOME IN SYRIA FOR A CAMP WHERE WE SUPPORT PEOPLE AS THEY BEGIN TO REBUILD.

It was a year like no other, but the ShelterBox community faced the challenges of the pandemic head on. This is the story of a year of resilience.

CONTENTS

2020 in review 6

CEO statement 8

STRATEGIC REPORT

How we responded to coronavirus 10

Our strategic objectives for 2020-21 12

How we increased our reach and impact on people's lives in 2019 14

Our emergency responses in 2020 18

How we created a global community of supporters in 2020 24

Connecting teams offline and online around the world 26

How we created a high-performing organisation in 2020 28

How we extended our reach and fundraising potential using our strategic partnerships 30

Financial review of 2020 32

Looking ahead 34

Principal risks and uncertainties 35

Structure, governance and management 36

Statement of responsibilities of the Trustees of ShelterBox Trust in respect of the Trustees' annual report and the financial statements 38

Reference and administrative details 39

FINANCIAL STATEMENTS

Independent auditor's report to the members of ShelterBox Trust 40

Statement of financial activities 44

Balance sheet 45

Cash flow statement 46

Notes to the financial statements 47

Front cover: John with his children in front of their home which is being repaired after Tropical Cyclone Harold destroyed their village.

SHELTERBOX EXISTS BECAUSE NO FAMILY SHOULD BE WITHOUT SHELTER AFTER A DISASTER.

Shelter means a place to feel safe, often after days or weeks of fear. It means having somewhere to call home again, where you can find shade from the midday sun and warmth when winter comes.

It means having somewhere to be with friends and family, and to have time to yourself. It's a place to cook, to play, to study, to laugh. It's a place to restart. When disasters or conflict devastate your life, shelter is the first step to feeling in control again.

In 2020, shelter meant even more. It became a place to stay safe from coronavirus – a deadly new threat that left vulnerable families more vulnerable than ever. Crowded camps, where people live cramped together and where clean water and soap are usually hard to find, create the ideal conditions for the virus to spread.

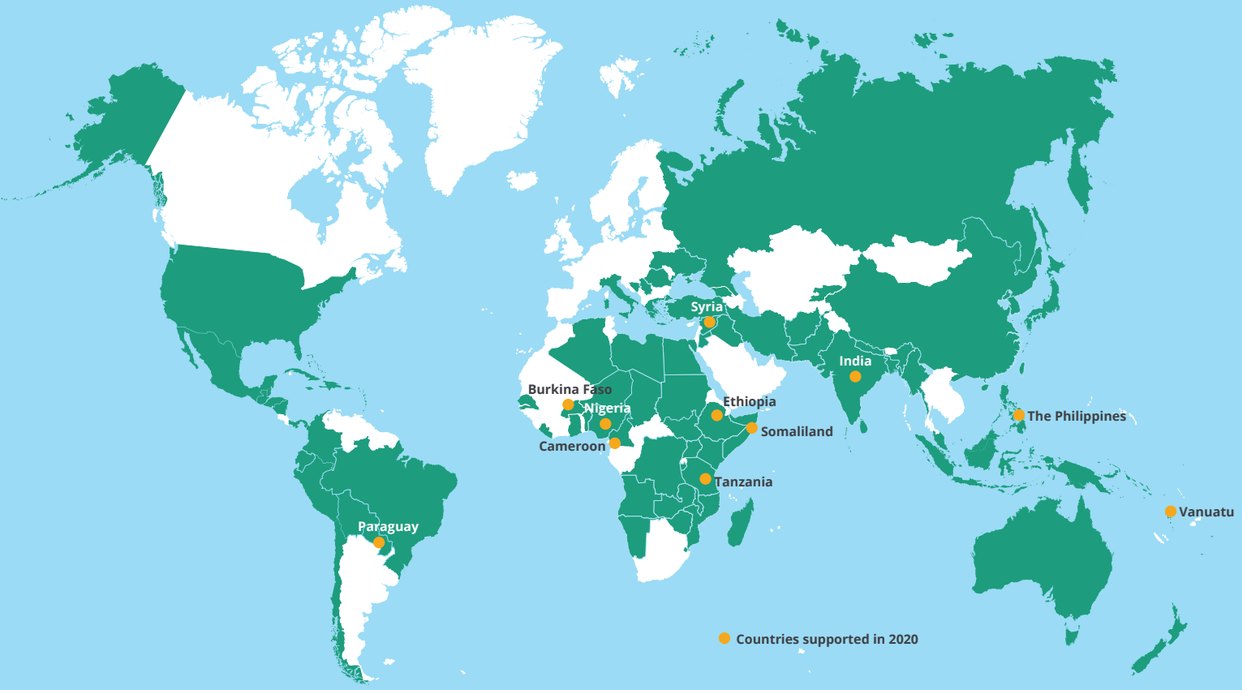
So in 2020 we operated in new ways to confront this new danger. We worked out how to keep providing the items people told us they needed most – like the tents and tarpaulins, tools, blankets and other essentials we've always specialised in – along with water basins, soap and face masks that became potential lifesavers.

When you have a place to call home, hope follows.

That's why we exist – and in a year when hope was harder to find than ever, we made sure families still had the chance to build a new future.

IN 2020

THANKS TO OUR INCREDIBLE SUPPORTERS



173,000
PEOPLE IN 11 COUNTRIES

RECEIVED EMERGENCY SHELTER
AND HOUSEHOLD ESSENTIALS.



THAT'S
28,000 MORE PEOPLE THAN IN 2019.

THANKS TO YOU,

WE ADDED VITAL NEW ITEMS TO OUR SHELTER KITS TO HELP PEOPLE COPE WITH CORONAVIRUS:



FACE MASKS



WASH BASINS AND SOAP



INFORMATION LEAFLETS

YOU HELPED PEOPLE FIND SHELTER AFTER



TROPICAL CYCLONES



FLOODING



DROUGHTS



VOLCANIC ERUPTIONS



CONFLICT

Almost all with the added threat and challenges posed by coronavirus.

Thank you to everyone who helped families find shelter and find hope in 2020.



CEO STATEMENT

Sanj Srikanthan

Dear friends

Since ShelterBox was founded in 2000, we have supported millions of people whose resilience seemingly knew no limits.

Over the years, faced with floods, wars, earthquakes, cyclones and more, the communities we've worked with worldwide have shown incredible determination to recover and rebuild, even though they have often lost everything.

But the resilience we witnessed and were part of in 2020 – our twentieth anniversary year – reached a whole new level.

In a matter of months, the coronavirus pandemic reshaped our world. Countries closed their borders. Governments and scientists raced to understand this disease. Whole sections of our economies were put on hold.

In the midst of this global emergency, disasters didn't stop. For the millions of people forced from their homes by extreme weather events and conflicts, coronavirus was a crisis within a crisis, adding a new level of uncertainty and fear.



Ten year old Nadin washing her hands in Idlib, Syria.

But the resilience shown by communities, by our partners across the globe and by ShelterBox volunteers and staff enabled us to respond with urgency and clarity. In fact, we reached tens of thousands more people last year. It was a year of adversity, of course, but it was also one when the value of shelter became clearer than ever – and recognising the role we could play at this unprecedented time provided a powerful source of inspiration for the whole ShelterBox team.

As soon as the pandemic hit, we shifted our strategic focus. We analysed how to keep delivering shelter and essential aid items despite worldwide restrictions on travel and freight. We began sourcing and supplying additional items like face masks, soap and wash basins. We also focused on helping people to move out of collective centres where social distancing is impossible. And we worked in partnership with others to build community awareness of the latest guidance on Covid-19.

One Somali lady who lived so remotely that she had little awareness of coronavirus, thanked our team for the aid we brought and the local public health teams who advised her on how to keep her community safe from the virus.

We have always worked with partners across the globe and stored shelter materials in multiple locations so we can ship them rapidly following disasters, and this operational model made it more straightforward to adjust to the new reality. There were many challenges, but we continued to reach families around the world with the support they told us they needed most.

In remote places such as Vanuatu in the South Pacific Ocean, where Cyclone Harold destroyed thousands of homes and where we supported a local partner to deliver essential building materials, the community told us they had not expected anyone to even think of them with so much else going on in the world.

If coronavirus guided all of our decisions from the early spring onwards, then so too did the need to protect the wellbeing of our volunteers and staff. The shift to remote working required our whole team to adapt rapidly, and I would like to share my heartfelt thanks for the way in which everyone responded to this challenge. As we focused on making sure staff still felt part of a close-knit team, I was constantly impressed by people's commitment, sense of purpose and – that word again – resilience. Disasters didn't stop, and neither did we.

Writing this foreword in early 2021, much uncertainty remains about the future. Yet we are grateful to be in a position of strength. The generosity of our supporters meant our income increased in 2020. As such, we are thinking not of a reduction in our work, but of how we can be even more effective, how we can be faster, how we can increase the scale of our responses. We know that even as the pandemic hopefully recedes, the climate emergency will continue to pose a devastating threat to families worldwide.

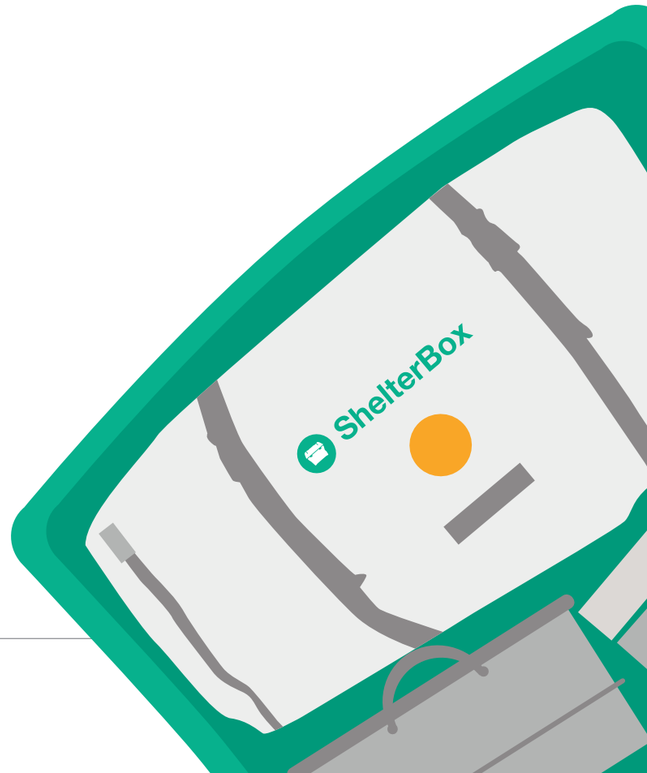
To be in this position at this time is both a privilege and a testament to everyone who has put their faith in us. We will do everything in our power to repay that faith, and to keep supporting families to rebuild and realise a better future – whatever is happening in the world around them.



Our partners IOM in Ethiopia explain ways to help reduce the risk of catching coronavirus. During the distributions, there was coronavirus messaging in place and a health expert to explain how to prevent infection.

THANK YOU SO MUCH
FOR YOUR KINDNESS,

Sanj Srikanthan
CEO



How we responded to coronavirus

Right from the beginning of the pandemic, we transformed our work in the face of this all-consuming new threat.

For families who have already lost their homes to disasters, coronavirus creates the potential for even greater trauma. But shelter can play a critical role in slowing the spread of the virus, reducing its impact and helping people to recover – so we had to find every opportunity to respond swiftly and effectively.

We defined three key objectives for our work:

- Supporting people to move out of collective centres and build shelters that help to keep them safe

- Spreading awareness about coronavirus and the ways that families can protect themselves

- Encouraging practical steps like hand washing, avoiding physical contact and social distancing, to help prevent the spread of the virus.

Global restrictions meant our staff and volunteers were unable to travel to disaster areas, so we focused instead on working with our local partners to get emergency shelter items from our storage bases worldwide to where they were needed most. We also began offering a new level of support online, running training sessions for our partners and using live chat to answer questions and encourage discussion.



Risa, Vanuatu, with a cooking set provided after Cyclone Harold.

Every detail was considered. We added new items to our aid packages, including face masks, soap and wash basins, and gave out more cooking items and water filters so people could avoid sharing them. Aid distributions began to look very different, with fewer people able to collect shelter materials at any one time, hand washing facilities put in place, queuing set up to enable social distancing and staff encouraged to wear masks.

We had to make sure that giving people the support to rebuild after one crisis did not lead to another one, and our global partners did everything they could to help communities stay safe.

SHELTERBOX IS ACTIVE IN CAMEROON AND NIGERIA, AND HAS PROVIDED SUPPORT TO MORE THAN 16,000 FAMILIES.



Tents



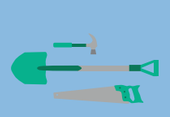
Kitchen sets



Mosquito nets



Blankets



and more

CONFRONTING THE PANDEMIC WORLDWIDE

PHILIPPINES

99.5%

of people surveyed said our household essentials helped them stick to social distancing guidelines.



IN CAMEROON

families moved out of collective facilities and into ShelterBox tents – which they built a safe distance apart.

IN BURKINA FASO

our local partners gave families guidance on staying safe – and every person surveyed said they had learned something new.

IN SYRIA

we added soap and wash basins to our aid packages to help communities protect themselves from the virus.

IN PARAGUAY

we distributed information on how people could adapt their homes if family members needed to self-isolate.

Thanks to your support, we kept listening and kept learning to help more people find safe shelter – even during a pandemic.



Distributions in North East Syria.

Our strategic objectives for 2020-21

All of the work you can read about in this review period was driven by four guiding ambitions:

1. We will increase our reach and impact on people's lives (pages 14-17)



A woman washes her hands at a distribution site in the West-Guji area of Ethiopia, where we work with our partner IOM to support communities displaced by conflict.

We want to do more and reach more people – in the most effective way possible.

That means delivering more aid, at the right time and guided by what people need most. It means having plans in place so we're always ready to respond in places where we can make the biggest difference. It means having clear operating models to guide how we deliver aid. It means supporting our local partners to grow. And it means strengthening our monitoring and evaluation work, to make sure we keep improving.

2. We will create a global community of supporters (pages 24-25)

By bringing more people together to be part of ShelterBox, we can build awareness of the change we create and generate a balanced mix of sustainable income. As part of our global fundraising team, our international affiliate teams play a central role in making this happen. That's why we're creating global fundraising and communications strategies and adapting how we work to make sure we can achieve them. We're using local insights, too – because fundraising works differently around the world – while still making sure our messaging is consistent everywhere we work. And we're shaping a programme funding strategy, to support more people in emergencies and to run effective development projects as well.

3. We will create a high-performing organisation (pages 28-29)

Our values inspire everything we do:

We can't do it alone
We make a tangible impact
We do the right thing
We plan for tomorrow

To make sure we truly embody those values, we need to become more effective and more efficient.

There are many aspects to achieving this goal. We're improving our infrastructure and data management systems so we can grow smoothly, and we're developing an integrated programme for staff and volunteers to support learning and development, recognition and performance management. We're working to build a global organisational structure too, and are strengthening our commitment to safeguarding, humanitarian standards, and health, safety, security, environment and ethics (HSSEE).

4. We will extend our reach and fundraising potential using our strategic partnerships (page 30-31)

Through powerful partnerships, we can help more people more effectively and continue to develop as an organisation. So we're strengthening our vital, long-term partnership with Rotary International, building engagement at international, district and club level and connecting with young professionals through Rotaract and youth members through Interact. We're working to ensure our partnerships with Habitat for Humanity and the International Federation of Red Cross and Red Crescent Societies have the biggest possible impact on people's lives. And we're collaborating with our community of partners to drive innovation that helps families to thrive.

Unfortunately, like so many others across Pentecost, Vanuatu, Susan's family home was completely destroyed when category 5 Tropical Cyclone Harold tore across the country of Vanuatu on April 6th, 2020

Susan in her kitchen where her husband now sleeps to make room for her and the 12 children in their care.

How we increased our reach and impact on people's lives

Recovery happens when people have the right support at the right time. But we never claim responsibility for it, because it's the communities themselves who take the decisive action, who tell us what they need most, who rebuild their homes and get ready to start again. Our support is a powerful first step, but communities get themselves back on track.

When we speak to families about the exact difference that first step makes, four themes come up again and again. Thanks to our supporters:

We help people create a home

We help communities rebuild

We help people return to work

We help people build skills and knowledge.

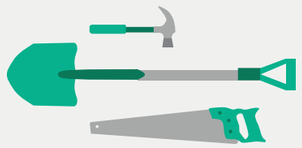
These are the measures we use to assess the impact of our work, and this is what they meant in 2020.

We help people create a home

"Home is important to anybody because it is the place where you have some rest after a stressful day. It's like a refuge. It keeps you safe from rain, sun and wind."

Before fleeing her home in Central Africa after a Boko Haram attack, Fanne had never travelled outside her community. She and her children left with no documents, food, money or clothes, making their way to one of the largest refugee camps in the region, in Cameroon. After a short period in a collective centre – where coronavirus was a constant worry – we provided Fanne's family with the materials to build their own shelter. It was soon afterwards that she described to us what those materials had become: a refuge – a place to feel safe.

The aid we deliver marks a new beginning, and with that comes a sense of stability and dignity. When you create a place that begins to feel like home, you can start to turn your thoughts to the future.



IN BURKINA FASO

last year, everyone we interviewed said they felt safer after being able to rebuild their homes away from flooding and violence.

IN THE PHILIPPINES

families told us ShelterBox solar lamps were helping them cook, do chores and study together.

IN VANUATU

94% of families said ShelterBox materials meant they could fix and return to their homes – and live as families again.

We help communities rebuild

"In the morning, the boys started to make a house. They said the boys will sleep here and the girls sleep down there. We will sleep here and one day we will rebuild the house of one person. The next day we will work on the house of another."

The coronavirus crisis has shown us all the power of community. That power has inspired our work for many years. In Vanuatu in 2020, Cyclone Harold tore through the village of Hotwata, destroying and seriously damaging houses, farms and public buildings. With our local partners, we delivered tools, tarpaulins and other essential items – but it was the community themselves that transformed those items into a rapid recovery.

"This house is better than the collective centre.

— Fanne, Minawao

In Minawao camp, Cameroon, Fanne cooks for the 8 children in her care after fleeing Boko Haram.

Together they agreed temporary sleeping agreements and planned how they would work in teams to rebuild one house and then the next, creating frames for houses, fixing structures, salvaging tin to reuse and cooking communal meals. We provide the tools and training, but collective action is how families move on after disasters.



IN CAMEROON,

97% of people we spoke to said support from ShelterBox benefitted the wider community, and 86% of people said the mats we provide are often used for communal gatherings.

We help people return to work

"We've been able to start a small business again. The solar light we use at night time when we are selling barbeques."

Nora's family home, in Eastern Samar in the Philippines, was lost in a day. As Typhoon Vongfong finally eased up, she returned to the place where she had lived and saw only wreckage: most of the building had been washed out to sea. The coconut trees she depended on to make a living had also been torn up at the roots.

Our shelter materials helped Nora to build a home, but she also quickly began using them to earn an income. The lamp meant she could sell barbeques for families to cook with as night fell.

Very often our tools – from spades to tarpaulins – have a long life after shelters are finished. They are used for farming, for carpentry and for drying crops, creating a new sense of independence – and of hope.

- **In Cameroon,** 82% of people we spoke to said they continued using ShelterBox tools for work after building shelters.
- **In Vanuatu,** 60% of people we interviewed used our tools to help with agriculture, and families were also using solar lamps to spend more time working the land.

We help people build skills and knowledge. Overcoming this global pandemic depends on effective local action, so we developed and shared a range of information resources in 2020 to help communities stop the spread of coronavirus as they rebuilt after disasters.

With our teams no longer able to work with families face-to-face, we also got creative and found new ways to share shelter building guidance. We know the communities we work with are the experts in building the homes they need using locally sourced materials. So our approach has always been to share the extra tips we've learned over two decades to help raise the quality of shelters even further.

To that end, we arranged remote training sessions on everything from foundations to solar lights and made instruction videos for our local partners to watch and share. We hosted live chats on WhatsApp and created step-by-step technical documents. As was the case throughout 2020, we weren't about to let a pandemic prevent families from taking control of their futures.

- **In Tanzania,** 96% of people who attended our remote training sessions said they felt confident enough to train others to use tools, tarpaulins and solar lights.

- **In the Philippines,** 100% of people surveyed felt confident using our aid items after online guidance from the ShelterBox team.

- **In India,** everyone interviewed by one of our local partners felt ready to help communities repair and rebuild homes following our training.



In these countries and many others, we were there – even though we couldn't be there in person. Thank you to our tireless supporters for making all of this work possible.

THE PHILIPPINES

It was a punishing year for communities in the Philippines. Few countries are more prone to disasters, and in 2020 families were hit by the eruption of the Taal Volcano in January, Typhoon Vongfong in May and Super Typhoon Goni in November. The Philippines was also one of the South East Asian countries worst affected by coronavirus.

Since 2004 we have responded to 31 disasters in the country – more than anywhere else – and with our local partners and Rotary International, we made sure our work could continue throughout 2020.

When the Taal Volcano erupted, throwing ash nine miles into the air, well over half a million people were affected. Many found temporary shelter in crowded evacuation centres or with families. By April, huge numbers were still not able to return home – and coronavirus was spreading fast.

To give more families the chance to rebuild and safely keep their distance, we delivered around 2,000 shelter kits, with tarpaulins, ropes, mosquito nets and more. It made a big difference that we had aid items stored locally, and our local partner and Rotary contacts made sure this essential kit reached the people who needed it most. We also sent tarpaulins, ropes and fixings to a public hospital, where it was used to create extra areas for emergency admissions and for patients to be checked for coronavirus. These basic items were more critical than ever last year.

Just a month later, Typhoon Vongfong made landfall, washing away 3,000 homes and badly damaging 17,000 more. Again we were there, linking with a local partner to reach families across 19 villages where no other humanitarian organisations were working.

Providing tarpaulins, ropes and other essentials, we helped to ease the pressure on evacuation centres and made sure families had what they wanted most to begin rebuilding.

Then in November came super Typhoon Goni, the most powerful storm to hit the Philippines in nearly 20 years. It was followed days later by Typhoon Vamco, which triggered severe flooding and landslides. Our local connections were invaluable once more. Through Rotary, we worked with local organisations and even the navy, getting access to trucks and forklifts to move shelter essentials to the worst-hit areas.

Families were facing familiar challenges: their homes destroyed, they had no choice but to move to crowded centres where the risks of catching coronavirus were high. So again we responded, and with shelter kits, water carriers, blankets and tools, people could start to focus on how they wanted the future to look.

SINCE 2004 WE HAVE RESPONDED 31 TIMES IN THE PHILIPPINES TO:



JENNIFER'S STORY

Like many people in the Philippines, Jennifer has a clear plan in place for when extreme weather strikes: pack a few essential items, secure whatever it might be possible to save and travel wherever is safest with her daughter, Keth. She has experienced 20 typhoons in the past 15 years, but says the weather in November 2020 is the fiercest she has known.

When she returned to her home the day after Typhoon Vongfong, most of the roof had blown away. So, using ShelterBox materials provided soon afterwards, she set to work. "I used the tarpaulin as temporary roofing in our kitchen," she says. "I used the solar light at night because we don't have electricity yet."

This support, Jennifer says, makes her feel "more than blessed," and her determination to help her daughter thrive is undimmed. "It is hard every time there is a disaster," she says, "but I always have to think of the safety of my family and be as prepared as [possible]."

— Jennifer, Philippines



12 year old Jadah at a distribution in Syria. >



SYRIA

As coronavirus dominated the global news agenda, the crisis in Syria made even fewer headlines than usual in 2020.

But after airstrikes and ground attacks in late 2019 forced large numbers of people to flee their homes in the Idlib region, we continued working with our local partners to get tarpaulins, mattresses, blankets, cooking equipment and solar lamps to 4,000 families in temporary settlements.

OUR RESPONSE IN SYRIA, WHICH BEGAN IN 2012, IS OUR LONGEST ANYWHERE IN THE WORLD.



WE'VE NOW SUPPORTED MORE THAN

400,000 PEOPLE

in the country, and in 2020 we began adding soap, hand basins and face masks to our aid packages, in response to the global pandemic.

Social distancing and sanitation are big challenges in Syria's crowded camps, but we're determined to do everything possible for families who have faced close to a decade of trauma – with no end to the crisis yet in sight.



Zahra, 10, and Zakaria, 7, collect clothes in North West Syria.





WALID'S STORY

Having fled his countryside home in Idlib as bombs fell on the region, Walid brought his family to a Syrian camp in the heart of winter. Initially when we spoke to him he thought he would have to resort to burning rubbish and plastic to create heat. "These are dangerous materials for the children," he said, "but this is all we can do to cope with winter."

Following support from ShelterBox, however, the family made it through the winter more comfortably – and Walid is already focused on moving forward.

"We now have enough mattresses, blankets, soap and other materials, he says. The winter has been harsh and everything you gave us helped a lot. I would like to say a big thanks... My hope for the future is that I can go home and my children will get a good education.

— Walid, Syria





VANUATU

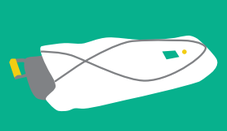
Vanuatu, an archipelago situated 1,100 miles east of Australia in the Pacific Ocean, managed to prevent the local spread of coronavirus last year. Only a single case was found, in November. But when the category 5 Cyclone Harold swept through the country in April, destroying homes and crops and snapping power lines in two, the pandemic still created unique challenges to reaching the worst affected families.

Powerful winds had flattened properties and torn off roofs, leaving many locals with no choice but to sleep in the open. But with global travel locked down, we weren't able to send a response team. Instead, we worked with our local partner CARE Vanuatu, as well as connecting with Rotary partners in (relatively) nearby New Zealand.





WORKING AROUND THE CLOCK, WE SOURCED AND SHIPPED



1,000 shelter kits



4,000 solar lights



2,000 tarpaulins



1,000 ropes



2,000 kitchen sets

All humanitarian aid needed to be quarantined for three days, but as soon as it was safe to do so, we made sure families could begin rebuilding. The community worked in teams – sharing tools and repairing one house after another. Village chiefs told us they had almost given up hope of receiving support, but together we showed what resilience really looks like.



< Ireen in her garden using ShelterBox tools.

v Jonas uses tools to repair his house.





All photos © ShelterBox

Adeline and her daughter stand outside their kitchen house which has been repaired with tarpaulins provided by ShelterBox.

How we created a global community of supporters in 2020

We may have had very few opportunities to meet with our supporters in person, but the ShelterBox community remained as close and committed as ever – with life-changing results.

In a tough year for fundraising, the generosity of ShelterBox supporters continued to inspire us. While some areas of income – such as community fundraising – followed a sector-wide trend and reduced significantly, in other areas our supporters' kindness went far above our expectations.

In April, our supporter magazine Beyond the Box focused on the impact of coronavirus. At a time when supporters' attention could understandably have been elsewhere, an appeal included with the magazine raised £80,000. The September edition fared even better – raising £116,000 for our work with families determined to rebuild after disasters.

We also adapted our fundraising and communications to the changing circumstances and trialled new ways of attracting new supporters. With huge numbers of people spending far more time at home, we turned to TV adverts and achieved a sector-leading return on investment. And our Christmas campaign, which raised £320,000 and was our most successful of the year, delivered a wealth of digital insights. We are already looking at how to build on these going forward.



Jasmin Harrison became the youngest woman to row the Atlantic solo and raised money for ShelterBox - media coverage reached 30 million people.

Income from legacy fundraising also finished ahead of budget and, having shaped a new legacy strategy in 2020, we hope that this will continue in 2021. And while community fundraising and income from Rotary groups inevitably fell sharply at a time when meeting socially became impossible, we are continuing to explore new ways of launching virtual events and volunteering opportunities. Overall, and partly as a result of expenditure savings made throughout the year, our UK net income for 2020 was £5.9m, finishing only slightly behind 2019.

Our affiliate teams across the world also worked tirelessly to engage ShelterBox supporters in their countries. Our US income significantly exceeded forecasts, thanks largely to grants from major donors, trusts and foundations. One individual made a seven-figure gift that helped us secure funding for projects throughout the year, and then followed this further gift in December.

We would like to say a huge thank you to everyone who supported us during this uniquely challenging time. We hope the stories throughout this review will give you a sense of the difference you are making to communities worldwide.



James raised £566 at a family BBQ and through their school newsletter.



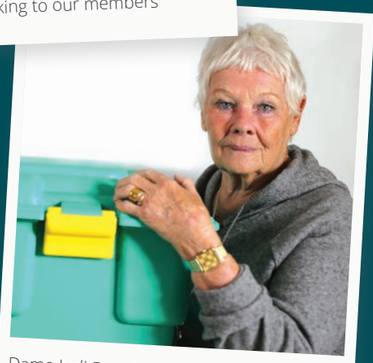
Rakhi Ghosh



Camille Sethi - from Warwick Rotary Club



Edna Adan Ismail, one of our Book Club authors, speaking to our members



Dame Judi Dench

HAVE YOU HEARD?

In a tough year when coronavirus dominated the news and major disasters struggled to get coverage, it was great to see digital income up 4%, and levels of digital engagement up 12% on a target of 1.3 million. Nearly 23 million people heard news from ShelterBox on our own channels, and a further 27 million heard about us in the media.

Stories from some of our amazing supports were often the top performers with the media and across social media. One great example is A&E doctor, Rakhi Ghosh, who rediscovered her love of painting as a way to relax during lockdown. She sold her paintings raising money for ShelterBox - we told her story to media, and reached almost 2 million, including interviews on BBC radio stations and a regional ITV special.

July marked 20 years of ShelterBox. We celebrated the journey on our website and social channels, charting our growth from a project pioneered by the Rotary Club of Helston-Lizard to an international organisation, providing emergency shelter to 1.7 million people in 97 countries. Our President, Her Royal Highness The Duchess of Cornwall filmed a kind message, reaching 3 million people in the UK though media coverage, and 60,000 people across our own digital channels.

In October, we found that only 13% of UK adults have knowingly read a book by a BAME author.

Our research into diversity in reading habits was designed to promote the ShelterBox Book Club and featured author and screenwriter, Amrou Al-Kadhi. The media day reached over 2 million people, including coverage on BBC Radio 4's A Good Read, BBC Radio London tonight, and BBC Radio Cornwall. Our Book Club is proving a great way to attract new audiences, driving over 130,000 webpage views alone this year.

Throughout 2020, we've had the very kind support of many high-profile friends, who have made films, lent their support and promoted us on social. Just a few highlights included Dame Judi Dench, and Joanna Lumley taking part in fundraising films and famous names including Stephen Fry, Zoe Wannamaker, Mariella Frostrup, Chris Packham and Ricky Gervais supported us on our social channels.

Connecting teams offline and online around the world

It was very much a year of before and after coronavirus, with a small number of face-to-face events possible at the start of 2020 before our work shifted online. But however we met, it was a privilege to build on existing relationships and develop new connections.

In February, the ShelterBox team in the US hosted a celebration event in Las Vegas to mark our twentieth birthday. Bringing together board members past and present, staff, volunteers and supporters, it was a valuable chance to see how far we have come and to plan how we will achieve even more to deliver on our mission.



ShelterBox US 20th anniversary event in Las Vegas.

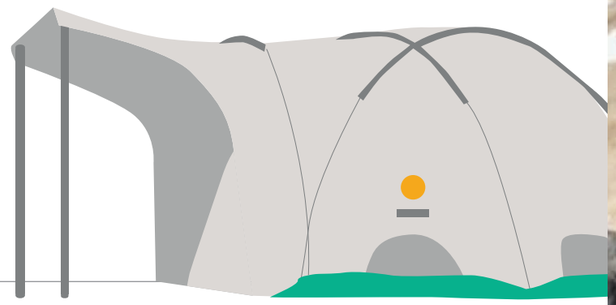
This was followed by training in the UK for volunteers from Norway, Belgium, Denmark and Germany. Held just before travel restrictions were introduced, the training gave volunteers the chance to develop knowledge of ShelterBox to guide their work across Europe (as well as giving them the chance to experience the unpredictable Cornish February weather).

As lockdowns were then introduced worldwide, our teams moved swiftly to embrace the enforced shift to digital technology and remote working. From Sweden to Canada, and Switzerland to New Zealand, digital fundraising campaigns played an unprecedented role in supporting our work. We are grateful for the support of Rotary leaders in all of these countries for sharing our appeals through their own digital channels.

As the months went by, we continued to innovate digitally – and much of what we learned will continue to influence our work going forward. Our international conference was a virtual event for the first time, with fundraisers from all 15 of our affiliates battling time zone differences and inevitable technological hiccups to join 23 collaborative sessions and three keynote speeches.

By November, ShelterBox USA was running incredibly successful live fundraising events online. The telethon-style 'An Evening to Experience ShelterBox' event featured powerful stories from our recent responses. More than 450 people attended, between them donating $285,000 – an astonishing sum that is already changing lives.

And this section wouldn't be complete without mention of the endless energy shown by our social media teams in 2020. At one point during an online cookery session run by the US team, the Cornish CEO of ShelterBox Australia was showing a global audience how to make a Cornish pasty. Has there even been a more global meal?



BRILLIANT BRITTNEY

No ShelterBox has been carried higher than the one our Ambassador Brittney Woodrum hauled up the mountains of Colorado during 2020. Brittney set herself an astonishing challenge: climbing the state's 58 'Fourteener' mountains (all of which tower over 14,000 feet) with one of our iconic aid boxes on her back. She completed the 540-mile journey in August, having climbed 232,000 feet and raised over $80,000. Her inspiration?

"No one should have to worry about where their shelter will come from, and that's why I was really struck by ShelterBox's mission." Brittney, you are a hero.



How we created a high-performing organisation in 2020

We know we will only be able to offer the best possible support to families after disasters if we keep learning, listening and improving. So while the way we worked changed fundamentally last year, we never lost sight of the need to keep getting better.

It was inspiring to see the determination of the whole ShelterBox team to overcome the obstacles we faced: whether that meant running online shelter-building training sessions or getting to grips with remote working. Being ready to adapt has always been in our DNA, and it became especially useful in 2020.

Our team's wellbeing was paramount, and we took a range of measures to support staff and stop people feeling overwhelmed at a uniquely uncertain time for everyone. This included offering mental health first aid training, giving parents and carers additional paid time off, creating a range of online wellbeing resources, launching 'protected hours' free from meetings and setting up a range of informal online sessions for people to connect and chat.

As we write this review in spring 2021, the challenges of coronavirus are clearly ongoing. Whatever the future holds, we are committed to giving our staff and volunteers the support they need to stay well, thrive and enable people worldwide to rebuild after disasters.

Equality, diversity and inclusion

As well as having a responsibility to make the best decisions for the communities we support by listening carefully to their needs, we also have a responsibility to put our values into practice for our staff, volunteers and partners. With that in mind and looking to create a roadmap for the future, in 2020 we arranged an external audit of our equality, diversity and inclusion practices.

Equality means providing equal rights and opportunities to every member of staff and volunteer. It means supporting everyone to make the most of their talents and lives, while respecting that their needs may be met in different ways.

Diversity means understanding, recognising, valuing and nurturing differences – both among individuals and groups – within our staff and volunteers.

Inclusion means ensuring all members of staff and volunteers feel welcomed and accepted, with their voices and opinions actively recognised.

Core Humanitarian Standards

We're committed to meeting Core Humanitarian Standards to improve the quality and effectiveness of our disaster assistance. We're currently taking action in response to a recent security audit, and we're introducing improved data management systems to inform our decision making and ensure our information becomes more consistent and easier to access.

Safeguarding

In light of recent events in the aid sector, we undertook a comprehensive independent review of our safeguarding procedures in early 2019. We then assessed our progress with a second review in early 2020. We recognise that this is a defining challenge for our sector and are determined to lead by example.

The second review found that we are fully committed to safeguarding and have the budget and leadership in place to ensure our staff, volunteers and partners, as well as the families we support, are kept safe.

The review also made recommendations to ensure we stay at the forefront of good practice among NGOs. In 2020 we made significant progress towards turning these recommendations into reality, across the organisation both in the UK and internationally.

Source: MGB, PSA, DSWD DROMIC, GDACS, NDRRMC/OCD, PAGASA, DA, CNN

DISTRIBUTIONS IN THE PHILIPPINES AFTER SUPER TYPHOON GONI LEFT A TRAIL OF DESTRUCTION.

People affected by Typhoons Goni and Vamco

5.7 MILLION

DISPLACED PEOPLE

349,000

PEOPLE DISPLACED

303,000 people in collective evacuation centres

256,000

HOUSES DAMAGED OR DESTROYED

$103.7m Damage to agriculture



How we extended our reach and fundraising potential using our strategic partnerships

Throughout 2020, our partnerships helped us to go further, support more people and deliver even greater impact for families whose lives have been devastated by disasters.



Rotarians from Greater Calbayog and Catarman Rotary Clubs assist with distributions in the Philippines.

Our partnership with Rotary truly spans the globe. In our 20-year history, over 8,500 of the organisation's Rotary, Rotaract and Interact clubs have supported our work – and together with Rotary we have delivered aid to 1.7 million people in 97 countries. From the Philippines to Tanzania, Syria to Burkina Faso, we stood together with Rotary and with families once again in 2020.

The Rotary International Convention, originally planned for Honolulu, took place online, and we were delighted to be able to show a short film in the general session, as well as running breakout groups and hosting a virtual booth for delegates. Our CEO Sanj was also invited to join one of Rotary's weekly *'Together Talks'* events in 2020. And, along with Rotary International General Secretary John Hewko, he gave a Facebook live interview that was watched by 39,000 Rotary members.

In any other year, ShelterBox staff and volunteers would have been busy travelling to meet Rotary groups across all of our affiliate countries. But with that no longer an option, we simply began making the journeys online instead.

Bill Tobin from the US team went on a virtual road trip to clubs across the country, raising awareness of our most recent support for families caught in disasters.

Many Rotary groups showed a similar willingness to innovate – such as the German club that ran a digital Christmas tombola and the club in Canada that raised $8,000 by encouraging members to donate the cost of ShelterBox aid as Christmas gifts.

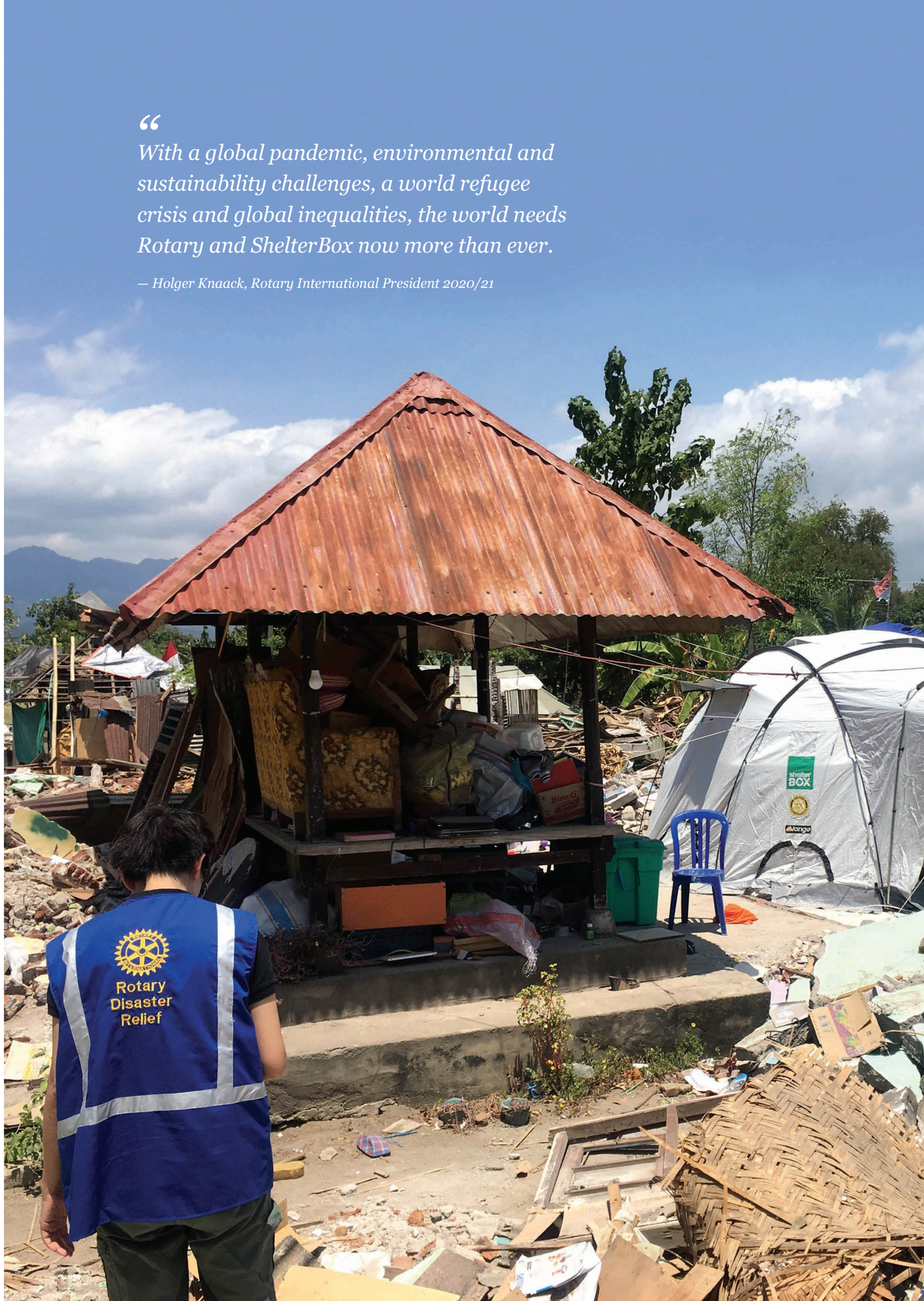
We were thrilled to receive a message of congratulations from RI President Holger Knaack on our 20th anniversary and honoured to welcome him as a key note speaker at our International conference in September. We were delighted to award Rotary International with a Global Humanitarian Service Award in recognition of the unique role Rotary has played in ShelterBox's growth.

Our links with Rotary also help us build connections with many other organisations, and last year we worked together with Habitat for Humanity in India following floods in Odisha. We also joined forces with the Rotary Club of San Pedro Sula and Habitat for Humanity Honduras to support families in Central America in the aftermath of Hurricanes Eta and Iota. We cannot thank Rotary members worldwide enough for their ongoing backing for our mission.



"With a global pandemic, environmental and sustainability challenges, a world refugee crisis and global inequalities, the world needs Rotary and ShelterBox now more than ever.

— Holger Knaack, Rotary International President 2020/21



Financial review of 2020

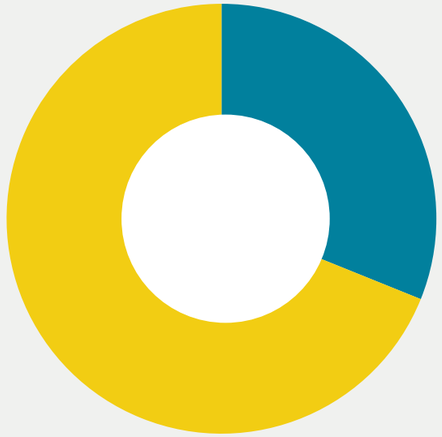
As with all other aspects of our work, financial performance was significantly impacted by the uncertainties caused by coronavirus. In March, when the full extent of the pandemic started to become clear, we took emergency measures to manage our spending and mitigate an anticipated drop in income.

These measures included wide-ranging cost savings. We made use of the government furlough scheme and staff took a temporary pay cut. We cancelled planned fundraising activities to reduce associated spending. And we cut overheads wherever possible, while always remaining focussed on the need to be there for communities who needed our support. This did mean taking the difficult decision to permanently close our visitor centre in Truro.

These cost savings, combined with the incredible generosity of ShelterBox supporters, enabled us to deliver even more to families left in need after disaster and conflict last year, and now facing the added threat of coronavirus.

While income did fall significantly in community fundraising around the world, the steadfast response from individuals and trusts and foundations across the globe meant that we finished the year very strongly. Christmas and holiday season fundraising was again vital, with successful Christmas campaigns exceeding targets in Australia, Canada, Germany, the UK and the US.

Total gross income for 2020 was £14.0m, which was below our ambitious original target of £15.0m but £1.4m ahead of 2019 overall. Our income net of fundraising costs was £10.9m – £2.1m more than 2019. We ended the year making a surplus of £2.6m, rather than the small deficit originally planned. Because of this we began 2021 with a strong balance sheet which has allowed us to plan for significantly higher spending this year.



Expenditure on raising funds: £3,123,000 (28%)

Expenditure on charitable activities £8,337,000 (72%)*

TOTAL INCOME: £13,977,000
TOTAL EXPENDITURE: £11,460,000

*The average expenditure on charitable activities over three years to 2020 was 71%. We work this out in the same way as many charities in the UK, using financial results from the last three years to make sure events in any single year don't have a distorting effect. Every disaster is different and that means each year differs depending on how, where and when we have supported communities around the world. Taking a three-year average means we have a clearer picture of how we are performing.

** The £2million raised but not spent this year will be rolled over into next year's budgets

International income made up over 50% of our net income, driven predominantly by large gifts from major donors in the USA. Legacy income also saw continued growth and remains a focus area.

Reserves

Our reserves policy is designed to balance the needs of future and current beneficiaries, ensuring that reserves levels are sufficient to cover day-to-day activities, absorb setbacks and respond to change and opportunity. The policy identifies four main needs for reserves:

- provide finance for routine working capital requirements
- meet unexpected liabilities
- provide protection against income downturns
- allow new opportunities to be pursued when they arise.

Each need is quantified, and an assessment is made of the likelihood of more than one need arising simultaneously. We then calculate the level of reserves appropriate for the forthcoming year. These needs have been assessed and used to set our reserves target of £4.0m, with a tolerable range of £3.5m to £5.0m.

At the end of 2020, funds totalled £13.0m, of which £6.4m were restricted or designated funds or were represented by functional fixed assets. The resultant reserves of £6.6m were higher than target but are forecast to fall back to within tolerable range during 2021.

The trustees consider that there is an expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and, for this reason, they continue to adopt the going concern basis in preparing the financial statements.



Cyclone Harold made landfall in Vanuatu as a Category 5 cyclone, bringing devastation to communities in the north.



Looking ahead

While our work changed significantly in 2020 in response to coronavirus, we continued to focus on our core strategic objectives:

1. Increasing our reach and impact on people's lives
2. Building a global community of supporters
3. Creating a high performing global organisation
4. Extending our reach and fundraising potential using our strategic partnerships.

After reviewing these objectives in 2020, however, we have decided to remove objective four: its focus on collaboration has instead been integrated into all three remaining objectives. Partnerships are fundamental to everything we do, and having it as a separate objective risked underplaying its central role in our work and approach. As we now seek to achieve objectives one to three, building effective partnerships will always be at the heart of our thinking.

The biggest issues we face

The three major challenges that will shape our work throughout 2021 and beyond are disasters, coronavirus and climate change. Travel restrictions and the ongoing impact of the pandemic will of course continue to present significant challenges, but we have shown throughout 2020 that we are ready and able to respond. We will continue to learn from and adapt to this uncertain crisis, while aiming to return to our work direct with communities when it is safe and possible to do so.

But we also know that the threat of climate change and its impact on disasters is only continuing to grow. The climate emergency is a humanitarian emergency. We see this every time we work with communities where homes have been destroyed by extreme weather events like floods and hurricanes.

Our future decision making will be shaped by the need to respond to the effects of climate change while doing everything possible to reduce our own contribution to carbon emissions.

Capitalising on major summits

2021 presents significant opportunities to push for urgent progress in response to the climate emergency. We call on the UK government to show genuine climate leadership at the G7 in Cornwall in June and at COP26, the UN climate conference, in Glasgow in November. As the only humanitarian response NGO close to the G7 location in Carbis Bay, we are working to build our profile and relevance before, during and after the summit, paving the way to COP26. Radical ambition and clear actions are now the only options to get the climate emergency under control.

Reviewing our purpose and approach

In addition, our work in 2021 will also include a wide-ranging strategic review. By reviewing our purpose, our operational delivery, the way we raise income and communicate, the support we offer and the way we can enable our people to thrive, we will be better placed than ever to support communities to rebuild at a time of rapid and momentous change. By answering profound questions about ShelterBox – Who are we? What do we believe? What should our support be? – we will clarify our impact and ensure it continues to grow.



Flooding in Bolivia from 2014

PRINCIPAL RISKS AND UNCERTAINTIES

Our trustees have identified and reviewed the major risks to which the charity is exposed, and have established systems to mitigate these.

The ShelterBox board monitors internal controls and procedures, along with the effectiveness of these controls, and as a result has not employed an internal auditor. The board also monitors the independence of our external auditors with reference to common practice and sector guidance.

Major risks

The main risks identified, and the measures taken to mitigate them are:

Risk: Reduction in income, leading to a shortfall against committed expenditure.

Mitigated by: diversification of income sources, development of fundraising capacity, maintenance of adequate financial reserves.

Risk: Serious operational incidents (unlawful detention, serious injury etc).

Mitigated by: response team training, deployment evaluation and critical incident management training.

Risk: A safeguarding incident involving beneficiaries, volunteers or staff.

Mitigated by: An organisational safeguarding policy is in place, regularly reviewed and updated, alongside training for volunteers and staff.

Risk: Cyber security incident (hacking, malware, payment fraud etc.).

Mitigated by: Security controls and staff training to reduce our exposure to cyber threats; tools and processes to identify active threats; and processes to isolate and contain any successful attacks and reduce their impact.

Risk: Reputational damage, leading to a loss of stakeholder support and income.

Mitigations: Adoption of, and adherence to, clear values, operating to internationally recognised humanitarian standards, compliance with fundraising guidelines, training of volunteers and staff and monitoring and evaluation.

Risk: Effect of coronavirus on ShelterBox's ability to operate and raise funds.

Mitigated by: We have not yet seen the full impact that the coronavirus pandemic may have on ShelterBox, our ability to support families after disaster and our ability to fundraise. We are working continuously to ensure we remain able to respond to disasters around the world and to engage our audiences in powerful and relevant ways. We will continue to closely monitor the implications of the pandemic for ShelterBox and work to mitigate its risks as far as possible. We will reduce costs to mitigate any decline in income and our largest expense – disaster response – contains a high proportion of variable costs which can be flexed up or down according to the availability of funds.

Mitigated by: We are working continuously to ensure that we remain able to respond to disasters around the world. This is presently done through partners, whilst coronavirus travel restrictions prevent deployment of ShelterBox teams. Refresher training is ongoing, and deployed coronavirus mitigation measures are ready for rollout in anticipation of a resumption of in country operations. We continue to engage our audiences in powerfully relevant ways and will continue to closely monitor the continuing implications of the pandemic for ShelterBox and work to mitigate the risks as far as possible. We will reduce costs to mitigate any decline in income and our largest expense, disaster response, contains a high proportion of variable costs which can be flexed up or down according to the availability of funds. "

Structure, governance and management

Structure

ShelterBox is a registered charity and a company limited by guarantee.

It is governed in accordance with its Articles of Association, which also set out its objects and powers. Each member of the charitable company undertakes to contribute £1 in the event of the company being wound up. There were 10 members at 31 December 2020, each of whom was also a trustee; they have no beneficial interest in the company. The company number is 4612652 and the charity number is 1096479.

ShelterBox is governed by a board of volunteer trustees. The board is responsible for providing overall policy direction and for overseeing the management of the charity's affairs in accordance with its mission. The board is also responsible for compliance with UK charity and company statutory requirements.



Aminata with a member of the Help team during distributions in Burkina Faso.

Trustees are appointed, elected or re-elected for a fixed term in accordance with the Articles of Association. New trustees participate in an induction programme, covering all aspects of the role and the organisation, while trustee training and development is provided at quarterly board meetings. Trustees also attend occasional external conferences. The board continually monitors its composition and effectiveness of decision-making. The trustees then delegate the day-to-day running of the organisation to the chief executive and executive team.

Designated trustees and managers serve on committees, which meet quarterly and have terms of reference approved by the board. There are currently three committees, the Finance and Fundraising Committee; the Operations Committee; and the Audit, Risk and Compliance Committee. The decisions made by the trustees are predominantly at a strategic level, whilst the committees provide further scrutiny within their respective areas.

A wholly owned subsidiary, ShelterBox Trading Limited, undertakes certain trading activities relating to ShelterBox. ShelterBox Operations Philippines Inc (SBOP) is a non-stock, non-profit company registered in the Philippines. SBOP is deemed a subsidiary by virtue of senior employees of ShelterBox Trust comprising the majority of the members of the company, and undertakes charitable activity in the Philippines.

Public benefit

As a charity, we have a duty to operate for the public benefit. We do this by undertaking activities designed to meet our charitable objectives of providing shelter and other humanitarian relief for people affected by disaster and other events. This report includes examples which illustrate how our work contributes to our charitable aims and the benefit it brings to communities around the world. The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Volunteers and staff

Coronavirus impacted all elements of ShelterBox's work, and like many other organisations, most of our staff worked from home during 2020. Throughout the year, the human resources department were able to support the recruitment of 13 new and replacement staff roles. Some of these roles were based in Cornwall to be near our head office and others are home-based roles which will remain in place post-pandemic.

Concerns about coronavirus and the financial impact of the pandemic saw us taking the difficult decision to permanently close our visitor centre in Truro, Cornwall - one of a number of measures ShelterBox continues to make to ensure we are working safely and managing costs. We have enjoyed being a well-loved part of Truro for both visitors to Cornwall and our local community.

We are enormously grateful for the support the centre received whilst it was open – from volunteers and Rotary groups, local schools and businesses, as well as to our President Her Royal Highness The Duchess of Cornwall who opened the centre three years ago.



Aid arrives in the Philippines after Typhoon Goni.

Travel restrictions have meant that we have had limited opportunity to work with our 116 voluntary ShelterBox Response Team members, but we have been humbled by how committed they have remained, and we are working hard to keep them updated with training.

Hundreds of other volunteers have continued to help this year despite the restrictions, including fundraising, administration and speaking events.

Due to the scale and variety of work carried out by volunteers, it is not practicable to attach a value to this contribution.

Key management salaries are benchmarked against similar roles in the sector and set within permitted bands in accordance with the ShelterBox pay structure.

Disclosure to auditor

The trustees in office at the date of approval of this Trustees' Annual Report confirm that, so far as they are each aware, there is no relevant audit information of which the charity's auditor is unaware and each trustee has taken all the steps they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Statement of Trustees responsibilities in respect of the Trustees' Annual Report and the financial statements

The trustees are responsible for preparing the Trustees' Annual Report and the group and parent charitable company's financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the group and parent charitable company's financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland.*

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charitable company and of the group's income and expenditure for that period. In preparing each of the group and parent charitable company financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the parent charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the parent charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They are responsible 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, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Robin Bayford FCA
Hon. Treasurer

Reference and administrative details

Trustees

- James Sinclair Taylor (Chair)
- Claire Goudsmit (Vice Chair)
- Yinka Babalola (appointed 25 May 2021)
- Margaret Batty (appointed 19 March 2020 and resigned 9 April 2021)
- Robin Bayford FCA (Hon. Treasurer)
- Richard Bland
- William Decker
- Katherine Fick (Resigned 13 May 2021)
- Michelle Jeuken
- Rowan Johnson (appointed 25 May 2021)
- Karl Shuker (Appointed 19 March 2020)
- Leo Skyner (appointed 25 May 2021)
- Greg Thacker FCA (resigned on 25 May 2021)

Executive team

- Chief Executive Officer, Sanj Srikanthan
- Director of Operations, Darren Moss (resigned July 2021)
- Director of Fundraising and Communications, Robyn Cummins (maternity leave from March 2021)
- Director of Fundraising and Communications, (job share) Kizzy Gardiner and Harriett Roberts (appointed March 2021)
- Director of Finance, Michael Johns (retired 21 May 2021)
- Director of Finance, Michael Collins (appointed June 2021)
- Director of Human Resources, Kevin Orchard

Auditor

KPMG LLP
Regus
4th Floor
Salt Quay House
6 North East Quay
Plymouth
PL4 0HP

Registered office and Principal office

Falcon House
Charles Street
Truro
TR1 2PH

Company number
4612652

Charity number
1096479

Legal advisers

Stephens Scown LLP
Osprey House
Malpas Road
Truro
TR1 1UT

Foot Anstey LLP
Senate Court
Southernhay Gardens
Exeter
EX1 1NT

Independent auditor's report to the members of ShelterBox Trust

Opinion

We have audited the financial statements of ShelterBox Trust ("the charitable company") for the year ended 31 December 2020 which comprise the consolidated statement of financial activities, balance sheets, consolidated cash flow statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:
- give a true and fair view of the state of the group's and of the charitable company's affairs as at 31 December 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland;* and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the group or the charitable company or to cease their operations, and as they have concluded that the group and the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustees' conclusions, we considered the inherent risks to the group's business model and analysed how those risks might affect the group and charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:
- we consider that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the group or the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the group or the charitable company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud
To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud.

Our risk assessment procedures included:
- Reading Board minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.
- We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that income is recorded in the wrong period and the risk that group management may be in a position to make inappropriate accounting entries, and the risk of bias in accounting estimates and judgements such as provisions.

We did not identify any additional fraud risks.

We performed procedures including:
- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts.
- Assessing significant accounting estimates for bias.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations
We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the directors and other management and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

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

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

Other information

The trustees are responsible for the other information, which comprises the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated

Independent auditor's report to the members of ShelterBox Trust

or inconsistent with the financial statements or our audit knowledge.

Based solely on that work:
- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' Annual Report, which constitutes the strategic report and the directors' report for the financial year, is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:
- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 38, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; 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; assessing the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

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

A fuller description of our responsibilities is provided on the FRC's website at **www.frc.org.uk/auditorsresponsibilities.**

The purpose of our audit work and to whom we owe our responsibilities

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

Ian Brokenshire (Senior Statutory Auditor)
for and on behalf of KPMG LLP,
Statutory Auditor

Chartered Accountants
Regus, 4th Floor, Salt Quay House
6 North East Quay, Plymouth PL4 0HP
27th September 2021



Johnmark with his children outside their repaired home in Vanuatu.

Consolidated statement of financial activities for the year ended 31 December 2020

	Note	Unrestricted funds 2020 £000	Restricted funds 2020 £000	**Total Funds 2020 £000**	Unrestricted funds 2019 £000	Restricted funds 2019 £000	**Total Funds 2019 £000**
Income from							
Donations and legacies	2	**6,415**	**7,229**	**13,644**	6,559	5,338	11,897
Charitable activities		**133**	**-**	**133**	386	-	386
Other trading activities		**162**	**-**	**162**	114	-	114
Investments		**9**	**-**	**9**	25	-	25
Other income		**29**	**-**	**29**	132	-	132
Total		**6,748**	**7,229**	**13,977**	**7,216**	**5,338**	**12,554**
Expenditure on							
Raising funds		**3,051**	**72**	**3,123**	3,728	86	3,814
Charitable activities		**2,695**	**5,642**	**8,337**	4,280	4,651	8,931
Total	3	**5,746**	**5,714**	**11,460**	**8,008**	**4,737**	**12,745**
Transfer between funds		**428**	**(428)**	**-**	**-**	**-**	**-**
Net movement in funds		**1,430**	**1,087**	**2,517**	**(792)**	**601**	**(191)**
Reconciliation of funds							
Total funds brought forward		**6,949**	**3,475**	**10,424**	7,741	2,874	10,615
Total funds carried forward		**8,379**	**4,562**	**12,941**	**6,949**	**3,475**	**10,424**

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure are derived from continuing operations.

The notes on pages 47 to 60 form part of these financial statements.

Company number 4612652

Charity number 1096479

Balance sheets as at 31 December 2020

	Note	**Group 2020 £000**	Group 2019 £000	**Charity 2020 £000**	Charity 2019 £000
Fixed assets					
Tangible assets	9	**241**	381	**240**	381
Investments	10	**-**	-	**1**	1
		241	381	**241**	382
Current assets					
Current asset investment	11	**50**	-	**50**	-
Stocks	12	**3,057**	3,003	**2,917**	2,738
Debtors	13	**779**	652	**798**	632
Short term deposits	14	**6,205**	4,234	**6,205**	4,234
Cash at bank and in hand	14	**4,161**	3,094	**4,047**	3,014
		14,252	10,983	**14,017**	10,618
Creditors: amounts falling due within one year	15	**(1,552)**	(940)	**(1,510)**	(938)
Net current assets		**12,700**	10,043	**12,507**	9,680
Net assets		**12,941**	10,424	**12,748**	10,062
Charity funds					
Restricted funds	16	**4,562**	3,475	**4,562**	3,475
Unrestricted funds - designated	16	**2,006**	1,401	**2,006**	1,401
Unrestricted funds - general	16	**6,373**	5,548	**6,180**	5,186
Total funds		**12,941**	10,424	**12,748**	10,062

The financial statements were approved and authorised for issue by the Trustees on 25 May 2021 and signed on their behalf by:

James Sinclair Taylor – Chair **Robin Bayford FCA – Hon. Treasurer**

The notes on pages 47 to 60 form part of these financial statements.

Consolidated cash flow statement for the year ended 31 December 2020

	Note	2020 £000	2019 £000
Cash flows from operating activities			
Net cash provided by/outflow from operating activities	**18**	**3,061**	553
Cash flows from investing activities			
Dividends, interests and rents from investments		**9**	25
Proceeds from the sale of tangible fixed assets		**1**	4
Purchase of tangible fixed assets		**(33)**	(145)
Net cash provided by investing activities		**(23)**	(116)
Change in cash and cash equivalents in the year		**3,038**	437
Cash and cash equivalents brought forward		**7,328**	6,891
Cash and cash equivalents carried forward		**10,366**	7,328

Notes to the financial statements for the year ended 31 December 2020

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice, Accounting and Reporting by charities preparing their accounts in accordance with the *Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland* (FRS 102) effective 1 January 2019, the Companies Act 2006 and accounting standards.

ShelterBox Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

ShelterBox Trust is incorporated in the United Kingdom (Company number 4612652) and is a registered charity in England and Wales (Charity number 1096479). ShelterBox Trust's registered office is Falcon House, Charles Street, Truro, TR1 2PH.

The financial statements have been prepared on a going concern basis which the Trustees consider to be appropriate for the following reasons.

The COVID-19 pandemic has meant that our staff and volunteers were unable to travel to disaster areas and so we focused on working with local partners and adapted our aid offering by providing training online to our partners. Working closely with local partners has continued in 2021, deployed COVID-19 mitigation measures are in place and ready for rollout in anticipation of in country operations. Throughout 2020 income levels remained higher than expected and are projected to meet target in 2020. Income levels for 2021 are expected to be at least consistent with those achieved in 2020 and in line with targets. At the end of the reporting period, reserves increased to £6.6m placing ShelterBox in a strong position at the start of 2021 and have held similar levels through 2021.

The business model of the charity is such that its charitable activities contain a high proportion of variable uncommitted costs which can be flexed up or down depending on the availability of funds.

The Trustees have reviewed the cash flow forecasts for a period of 12 months from the date of approval of these financial statements which indicate that the Group and charity will have sufficient funds to meet their liabilities as they fall due for that period. The Trustees have also considered the implications of COVID-19 on these cash flow forecasts and consider that as a result of its operating model explained above, even if no further funding is received in the 12 month period, the Group and charity have sufficient cash reserves to pay all committed costs.

Consequently, the Trustees are confident that the Group and the charity will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements.

These financial statements include the results of the charity together with the results of all of the charity's subsidiaries including those overseas.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements. See note 23 for details of the parent charity results for the year.

1.2 Fund accounting

Unrestricted funds are the funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds which have been set aside by the trustees for particular purposes.

Restricted funds are funds which are to be used for specific purposes laid down by the donor. The costs of raising and administering such funds are charged to the funds.

Investment income and gains are allocated to the appropriate fund.

1.3 Income

Income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, receipt is virtually certain and the amount can be measured with reasonable certainty. Income is only deferred where the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period. The specific policies adopted in relation to the main categories of income are as follows:

- Donations and grants, including from ShelterBox affiliate organisations, are recognised in the period in which they are receivable. Grants with conditions which must be fulfilled before the charity has unconditional entitlement to the grant are recognised only when the charity is certain the conditions can be met. Entitlement to legacies is treated as arising on the earlier of notification by the executors or receipt of the legacy.

- Income for the provision of goods and services as part of charitable activities, and which is receivable based on performance, is recognised as earned and is included within “Income from charitable activities”.

- Gifts in kind, such as donated transport, are recognised where the benefit is quantifiable and the cost is borne by a third party. An equivalent amount is recognised as expenditure within the statement of financial activities.

- ShelterBox benefits from the support of many volunteers in an operational capacity as well as many other vital roles. In accordance with the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in these financial statements.

- “Gift aid” tax claims are recognised as income on an accruals basis.

1.4 Expenditure

Expenditure is recognised in the period in which it is incurred. Grants payable are recognised when a binding commitment has been made with a partner organisation. Expenditure includes any attributable VAT which cannot be recovered.

Expenditure on raising funds comprises the cost of seeking voluntary contributions, and it includes the costs of providing donors with information about the charity’s work.

Expenditure on charitable activities comprises the resources applied by the charity in undertaking work to meet its charitable objectives, as opposed to the cost of raising the funds to finance these activities.

Expenditure incurred directly on particular activities is allocated to that activity. Support costs, including general management, budgeting and accounting, IT, human resources, premises and other administration costs, are apportioned to activities on a reasonable basis as explained in the notes to the financial statements.

1.5 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. All expenditure of a capital nature exceeding £500 is capitalised. Depreciation is provided at rates calculated to write down the cost of each asset on a straight-line basis to its estimated residual value over its expected useful life. The depreciation rates used are as follows:

Fixtures, fittings and equipment	20%

1.6 Current Asset Investments

Current asset investments are stocks and shares that are included in the accounts at market value.

1.7 Stock of disaster relief materials

Stocks are valued at the lower of cost and recoverable value. Cost is determined on a first in first out basis and includes all normal costs incurred in bringing the stock to its present location and condition. Recoverable value is the higher of value in use and net realisable value. Value in use is determined as the replacement cost of items of equivalent service potential. Provision is made where necessary for obsolete, slow moving and defective stock.

Stocks are removed from the balance sheet and charged to the Statement of Financial Activities when distributed to beneficiaries.

1.8 Foreign currencies

Transactions denominated in foreign currencies are translated at the rate of exchange ruling at the date of the transaction or at a contract rate. Foreign currency balances are translated at the rate of exchange ruling at the balance sheet date and the resultant exchange rate differences are included in the statement of financial activities. Foreign currency forward contracts are initially recognised at fair value with changes recognised in the Statement of Financial Activities

1.9 Operating leases

Operating lease rentals are charged to the statement of financial activities on a straight line basis over the lease term.

1.10 Pensions

The Group operates a defined contribution pension scheme. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	Total Funds
	2020 £000	2020 £000	2020 £000
UK donations, legacies and grants	5,408	448	5,856
Gift Aid	449	9	458
Donations and grants from ShelterBox affiliate organisations	558	6,772	7,330
Total	6,415	7,229	13,644

	Unrestricted funds	Restricted funds	Total Funds
	2019 £000	2019 £000	2019 £000
UK donations, legacies and grants	5,327	752	6,079
Gift Aid	528	-	528
Donations and grants from ShelterBox affiliate organisations	704	4,586	5,290
Total	6,559	5,338	11,897

Included in income from donations and legacies are Gifts in Kind of donated stock of £27,617 (2019: £256,835). There were no conditions or contingencies related to the receipt of these gifts.

3. EXPENDITURE

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total 2020
	£000	£000	£000	£000	£000
Expenditure on charitable activities	1,690	642	4,437	1,568	8,337
Expenditure on raising funds	1,207	2	1,071	843	3,123
Support costs	1,062	-	1,317	(2,379)	-
Governance	-		32	(32)	-
Total	3,959	644	6,857	-	11,460

Support costs which cannot be directly allocated to activities are apportioned on the basis of estimated usage by those activities

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total 2019
	£000	£000	£000	£000	£000
Expenditure on charitable activities	1,771	958	4,611	1,591	8,931
Expenditure on raising funds	1,251	271	1,410	882	3,814
Support costs	1,130	-	1,320	(2,450)	-
Governance	-	-	23	(23)	-
Total	4,152	1,229	7,364	-	12,745

4. GRANTS PAYABLE

Grants are payable to partners in furtherance of the objectives of ShelterBox Trust.

		2020	2019
		£000	£000
Institution	**Project**		
ACTED	Nigeria	189	486
IOM	Ethiopia	66	11
Bahar Relief Organisation	Syria Crisis	(37)	140
ACTED	Mosul crisis	-	2
IEDA	Lake Chad Basin Crisis	157	262
ACTED	Syria Crisis	-	1
ActionAid	Somaliland drought	50	27
ReliefAid	Syria crisis	44	-
BDRCS	Bangladesh flooding	-	29
Habitat for Humanity Paraguay	Paraguay	2	-
IFRC	Tanzania	23	-
UPO	Sudan	61	-
Habitat for Humanity India	India	87	-
ShelterBox USA	Affiliate network	2	265
Other ShelterBox affiliate organisations	Affiliate network	-	6
Total		644	1,229

5. NET RESOURCES EXPENDED

This is stated after charging/(crediting):

	2020	2019
	£000	£000
Depreciation of tangible fixed assets	173	137
Auditors' remuneration - audit	30	23
Operating lease rentals	329	328
Gain/(Loss) on disposal of fixed assets	1	(2)
Exchange rate (gain)/loss	122	48

6.TRANSACTIONS WITH TRUSTEES

Members of the board of trustees (who are also directors of the charitable company) received no remuneration (2019: £Nil) for their services as trustees.

Two trustees received reimbursement of expenses for travel and subsistence amounting to £433 in the year (2019: three trustees £6,338).

Trustees' indemnity insurance was purchased at a cost of £714 (2019: £638).

7. STAFF COSTS

Staff costs were as follows:

	2020	2019
	£000	£000
Wages and salaries	**3,461**	3,618
Social security costs	**327**	325
Pension costs	**151**	145
Life assurance	**8**	7
Agency and seconded staff	**-**	22
Termination costs	**12**	35
	3,959	4,152

The average number of persons employed by the company during the year was as follows:

	2020	2019
	No.	No.
	125	126

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2020	2019
	No.	No.
In the band £60,001 - £70,000	**-**	1
In the band £100,001 £110,000	**1**	-

Payment of £4,263 (2019: £1,606) were made to the charity's defined contribution pension scheme for one higher paid employee (2019: one) whose annual emoluments exceeded £60,000.

Key management personnel are deemed to be the charity's executive team, consisting of 5 (2019: 6) individuals. The charity's executive team received total emoluments in the year of £329,439 (2019: £435,066). In 2019, the service of the interim chief executive were engaged through her consultancy company.

Termination costs were paid in full in the year and there were no outstanding or accrued amounts at the end of the year.

8.TAXATION

ShelterBox Trust is a registered charity, which applies its income for charitable purposes. As such, no provision is considered necessary for taxation.

9. TANGIBLE FIXED ASSETS

	Fixtures and fittings Group 2020	Fixtures and fittings Group 2019	**Fixtures and fittings Charity 2020**	Fixtures and fittings Charity 2019
	£000	£000	£000	£000
Cost				
At 1 January	**1,150**	1,119	**1,139**	1,108
Additions	**33**	145	**33**	145
Disposals	**(14)**	(114)	**(14)**	(114)
At 31 December	**1,169**	1,150	**1,157**	1,139
Depreciation				
At 1 January	**769**	744	**758**	735
Charge for the year	**173**	137	**173**	135
Disposals	**(14)**	(112)	**(14)**	(112)
At 31 December	**928**	769	**917**	758
Net book value				
At 31 December	**241**	381	**240**	381
At 1 January	**381**	375	**381**	373

10. FIXED ASSET INVESTMENTS

	Investments in subsidiary companies
	£000
Cost and Net book value	
At 1 January 2020 and 31 December 2020	**1**

The investment relates to ShelterBox Trading Limited which is a wholly owned subsidiary (1,000 ordinary shares of £1 each) that undertakes various trading and fundraising activities.

11. CURRENT ASSET INVESTMENTS

	Group 2020	Group 2019	Charity 2020	Charity 2019
	£000	£000	£000	£000
UK Equities	50	-	50	-
	50	-	50	-

12. STOCKS

	Group 2020	Group 2019	Charity 2020	Charity 2019
	£000	£000	£000	£000
Held in the UK	8	37	1	33
Pre-positioned outside the UK	2,768	2,757	2,635	2,496
Aid in transit	281	209	281	209
	3,057	3,003	2,917	2,738

Stock of disaster relief materials is net of provisions of £287,959 (2019: £332,055).
Amounts included in expenditure in the year can be seen in note 3.

13. DEBTORS

DUE WITHIN ONE YEAR	Group 2020	Group 2019	Charity 2020	Charity 2019
	£000	£000	£000	£000
Trade debtors	2	7	-	1
Amounts due from ShelterBox Trading Limited	-	-	50	16
Other debtors	5	1	1	1
Prepayments and accrued income	469	397	461	385
VAT and Gift Aid	302	246	286	229
Deferred taxation	1	1	-	-
	779	652	798	632

14. DEPOSITS AND BANK/CASH BALANCES

	Group 2020	Group 2019	Charity 2020	Charity 2019
	£000	£000	£000	£000
Short term deposits	6,205	4,234	6,205	4,234
	6,205	4,234	6,205	4,234
Bank current accounts and cash				
Sterling bank accounts	2,800	1,588	2,730	1,567
Foreign currency bank accounts	1,314	1,455	1,270	1,396
Cash	47	51	47	51
	4,161	3,094	4,047	3,014

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2020	Group 2019	Charity 2020	Charity 2019
	£000	£000	£000	£000
Trade creditors	860	137	848	132
Other taxation and social security	123	114	123	114
Accruals and deferred income	569	689	530	692
Amount owing to ShelterBox Operations Philippines Inc	-	-	9	-
	1,552	940	1,510	938

16. STATEMENT OF FUNDS

CURRENT YEAR
(a) Unrestricted funds

	Balance at 1 January 2020	Income	Expenditure	Transfers in/out	Balance at 31 December 2020
	£000	£000	£000	£000	£000
Designated funds					
Stock	1,401	-	-	605	2,006
General funds					
General funds	5,548	6,748	(5,746)	(177)	6,373
Total unrestricted funds	6,949	6,748	(5,746)	428	8,379

The Stock fund represents unrestricted "paid stock", i.e. the book value of the charity's disaster relief stocks less associated trade creditors, excluding amounts held in other funds.

CURRENT YEAR
(b) Restricted funds

	Balance at 1 January 2020	Income	Expenditure	Transfers in/out	Balance at 31 December 2020
	£000	£000	£000	£000	£000
Restricted funds					
Emergency supply	1,337	2	-	(428)	911
ShelterBox Disaster Fund	-	45	(39)	-	6
JTI Foundation	-	119	(51)	-	68
ADC	94	81	(41)	-	134
Affiliates Fund	1,532	2,813	(1,975)	-	2,370
Other disasters	6	60	-	-	66
Syria and Iraq	2	117	(7)	-	112
SB Germany fund	280	284	(88)	-	476
Lake Chad Basin	151	664	(801)	-	14
Somaliland	-	473	(473)	-	-
Cyclone Idai	46	-	-	-	46
Cyclone Harold	-	258	(258)	-	-
Hurricane Eta	-	199	(18)	-	181
Burkina Faso	-	71	(71)	-	-
COVID-19	-	138	(82)	-	56
Syria Crisis	-	1,043	(1,219)	-	(176)
SBOP	27	723	(480)	-	270
Gift In kind		139	(111)	-	28
	3,475	7,229	(5,714)	(428)	4,562
Total of funds	10,424	13,977	(11,460)	-	12,941

The Emergency Supply fund is restricted to the holding of stock and its purpose is to allow the charity to hold sufficient stock levels.

The ShelterBox Disaster fund is a multi purpose fund, the use of which is restricted to stock holding, research and development, training and infrastructure development.

The JTI Foundation fund is for a variety of specified purposes including the provision of aid and operational capacity building.

The ADC fund is restricted to use for disasters in a number of specified developing countries.

The Affiliates fund comprises income received from ShelterBox affiliated organisations the use of which is restricted to disaster response.

The Disaster Appeals are funds restricted for the purpose of responding to specific disasters.

The Syria and Iraq fund are funds restricted to responding to the Syria and Iraq crises.

The SB Germany fund comprises income received from ShelterBox Germany and is restricted to disaster response.

The Lake Chad Basin fund relates to responding to the Lake Chad Basin Crisis.

The Somaliland fund is restricted to use for the charity's response to the drought in Somaliland.

The Cyclone Idai fund is restricted to use for the charity's response to Cyclone Idai. Any surplus from the appeal may be used for general purposes.

The Hurricane Eta fund is restricted to use for the charity response to Hurricane Eta.

Cyclone Harold fund is restricted to use for the charity's response to Cyclone Harold

The Gifts in Kind fund comprise goods and services provided to the charity for use in carrying out its charitable activities.

The COVID 19 is restricted to use for COVID -19 crisis

The Burkina Faso fund is restricted to use the charity's response to conflict in Burkina Faso

The SBOP fund is restricted to use for disaster in Philippines

Syria Crisis funds has overpaid due to expectation of income arising in January 2021

PRIOR YEAR
(a) Unrestricted funds

	Balance at 1 January 2019	Income	Expenditure	Transfers in/out	Balance at 31 December 2019
	£000	£000	£000	£000	£000
Designated funds					
Stock	2,723	-	-	(1,322)	1,401
General funds					
General funds	5,018	7,216	(8,008)	1,322	5,548
Total unrestricted funds	7,741	7,216	(8,008)	-	6,949

16. STATEMENT OF FUNDS (continued)

PRIOR YEAR
(b) Restricted funds

	Balance at 1 January 2019	Income	Expenditure	Transfers in/out	Balance at 31 December 2019
	£000	£000	£000	£000	£000
Restricted funds					
Emergency supply	1,336	1	-	-	1,337
ShelterBox Disaster fund	-	63	(63)	-	-
JTI Foundation	-	113	(113)	-	-
ADC	5	159	(70)	-	94
Affiliates fund	1,115	1,674	(1,257)	-	1,532
Other disasters	100	50	(144)	-	6
Syria and Iraq	-	253	(251)	-	2
SB Germany fund	285	347	(352)	-	280
Lake Chad Basin	33	1,477	(1,359)	-	151
Somaliland	-	49	(49)	-	-
Cyclone IDAI	-	583	(537)	-	46
ShelterBox Operations Philippines Inc	-	27	-	-	27
Paraguay Flooding	-	286	(286)	-	-
Gifts in kind	-	256	(256)	-	-
	2,874	5,338	(4,737)	-	3,475
Total of funds	10,615	12,554	(12,745)	-	10,424

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

CURRENT YEAR

	Unrestricted funds 2020	Restricted funds 2020	Total Funds
	£000	£000	£000
Tangible fixed assets	241	-	241
Net current assets	8,138	4,562	12,700
	8,379	4,562	12,941

PRIOR YEAR

	Unrestricted funds 2019	Restricted funds 2019	Total Funds
	£000	£000	£000
Tangible fixed assets	381	-	381
Net current assets	6,568	3,475	10,043
	6,949	3,475	10,424

18. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIE

	2020	2018
	£000	£000
Net movement in funds (as per Statement of financial activities)	2,517	(191)
Adjustment for:		
Depreciation charges	173	137
Dividends, interests and rents from investments	(9)	(25)
Profit on the sale of fixed assets	(1)	(2)
Increase in short-term investment	(50)	-
Increase/Decrease in stocks	(54)	1,355
Increase in debtors	(127)	(180)
Decrease/Increase in creditors	612	(541)
Net cash used in operating activities	3,061	553

19. ANALYSIS OF NET DEBT

	At 1 January 2020	Cash flows	At 31 December 2020
	£000	£000	£000
Deposits and cash at bank and in hand	7,328	3,038	10,366

20. PENSION COMMITMENTS

The Group operates a defined contribution pension scheme. Contributions payable for the year were £151,000 (2019: £145,000). Outstanding contributions at the end of the year were £12,877 (2019: £12,251).

21. OPERATING LEASE COMMITMENTS

At 31 December 2020 the Group and the Charity had commitments to make future minimum lease payments under non cancellable operating leases as follows:

	Group 2020	Group 2019	Charity 2020	Charity 2019
	£000	£000	£000	£000
Not later than 1 year	330	322	330	322
Later than 1 year and not later than 5 years	44	219	44	219
	374	541	374	541

22. OTHER FINANCIAL COMMITMENTS

The amount of materials purchase orders contracted for at 31 December 2020 but not recognised in these financial statements was;

	2020	2019
	£000	£000
Materials purchases contracted for	**119**	402

23. RELATED PARTY TRANSACTIONS

The Charity has two subsidiaries. As these subsidiaries are wholly controlled by ShelterBox Trust, the Charity has taken advantage of the exemption contain in FRS 102 Section 33.1A not to disclose transactions or balances with entities which form part of a group.

There have been no transactions with other related parties.

24. PARENT CHARITY

a. In line with the SORP the parent charity had not published its own SOFA and the related notes. Details of the Charity's own income and results are as follows:

	2020	2019
	£000	£000
Total income	**13,860**	12,469
Expenditure on raising funds	**(3,016)**	(3,734)
Expenditure on charitable activities	**(8,161)**	(8,972)
Net deficit for the year	**2,683**	(237)

25. AREAS OF KEY ACCOUNTING JUDGEMENTS AND ESTIMATE

Included within Stock is a provision for obsolete stock and within Prepayments and Accrued Income is accrued income in respect of residuary legacies. Both are estimated based on normal operating activities and are not deemed to be material and are therefore not considered significant.



A woman carrying ShelterBox aid at distributions in the Sundarbans, India, one of the areas worst hit by Cyclone Amphan

2000

CELEBRATING 20 POWERFUL YEARS

20 YEARS 2000–2020

2020 marked ShelterBox's 20th anniversary. In that time, we have supported over 1.7 million people with emergency shelter aid and other essential items and training to help recovery after disaster. This is how far we've come in that time.



2000

Our story begins

We're founded as a Millennium project by the Rotary Club of Helston-Lizard



2001

Our first disaster response

Thanks to amazing local support in Cornwall, we work with families directly for the first time following an earthquake in Gujarat, India.



2002-3

Going global

ShelterBox USA is formed in 2002, followed by ShelterBox Australia a year later.



2004

After the Tsunami

We help thousands of families in Indonesia find shelter following the devastating Boxing Day Tsunami – and we introduce Volunteer Response Teams who travel fast to wherever they are needed most.



2013-4

Growing and going further

Our teams worldwide support families from Gaza to the Philippines, while ShelterBox Sweden becomes our latest affiliate.



2012

Working in Syria

What is now our longest-running response begins. We've been working with families forced to flee their homes in Syria ever since – reaching more than 250,000 people.



2009-10

More affiliates

We welcome ShelterBox affiliates in Switzerland, the Netherlands, Norway, Canada, Belgium and Luxembourg, the Philippines and South Africa to the family.

The need for emergency shelter has never been greater – and we have never been more determined to respond. Thank you for being with us.



2015

A million strong

As we help families to rebuild in Nepal and the Lake Chad Basin, we reach a major milestone: a million people supported.



2018

ShelterBox Operations Philippines

Having responded to more disasters in the Philippines than anywhere else, we launch a dedicated local organisation in the Philippines. It immediately helps us respond faster than ever when Tropical Storm Usman hits.



2021

Building on resilience

Over the past 20 years, we have worked alongside 1.7 million people in 97 countries. This has only been possible because of the generosity of ShelterBox supporters.

2020

ShelterBox

ShelterBox
Falcon House, Charles Street,
Truro, TR1 2PH, UK

T +44 (0)1872 302600
E hello@shelterbox.org

President
Her Royal Highness
The Duchess of Cornwall

Rotary

ShelterBox and Rotary International are Project Partners in disaster relief.
ShelterBox is a registered charity independent of Rotary International and The Rotary Foundation.