



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.





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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.

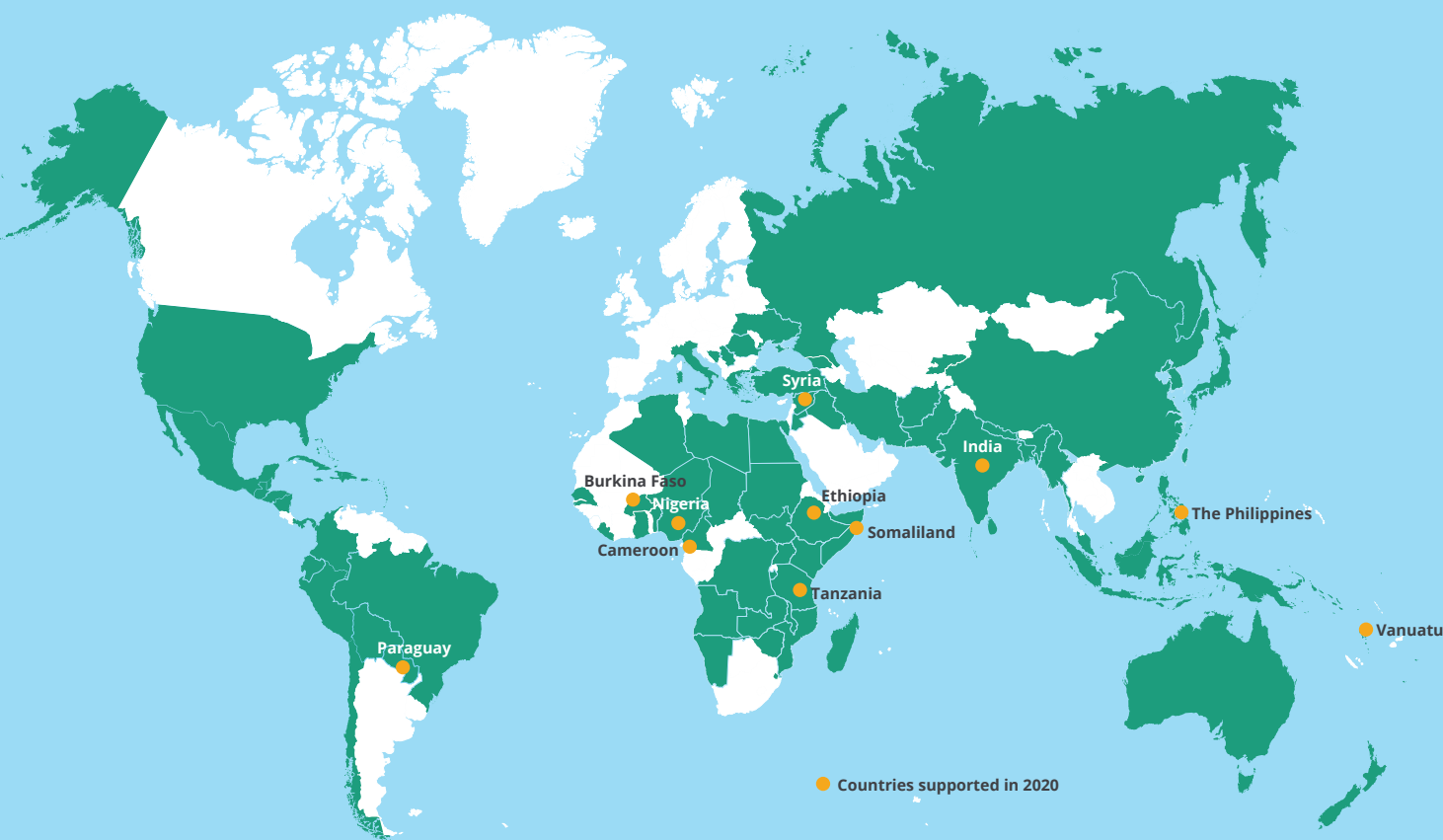
So in 2020 we operated in new ways to confront this new danger. We worked out how to keep providing the items people told us they needed most – like the tents and tarpaulins, tools, blankets and other essentials we’ve always specialised in – along with water basins, soap and face masks that became potential 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.

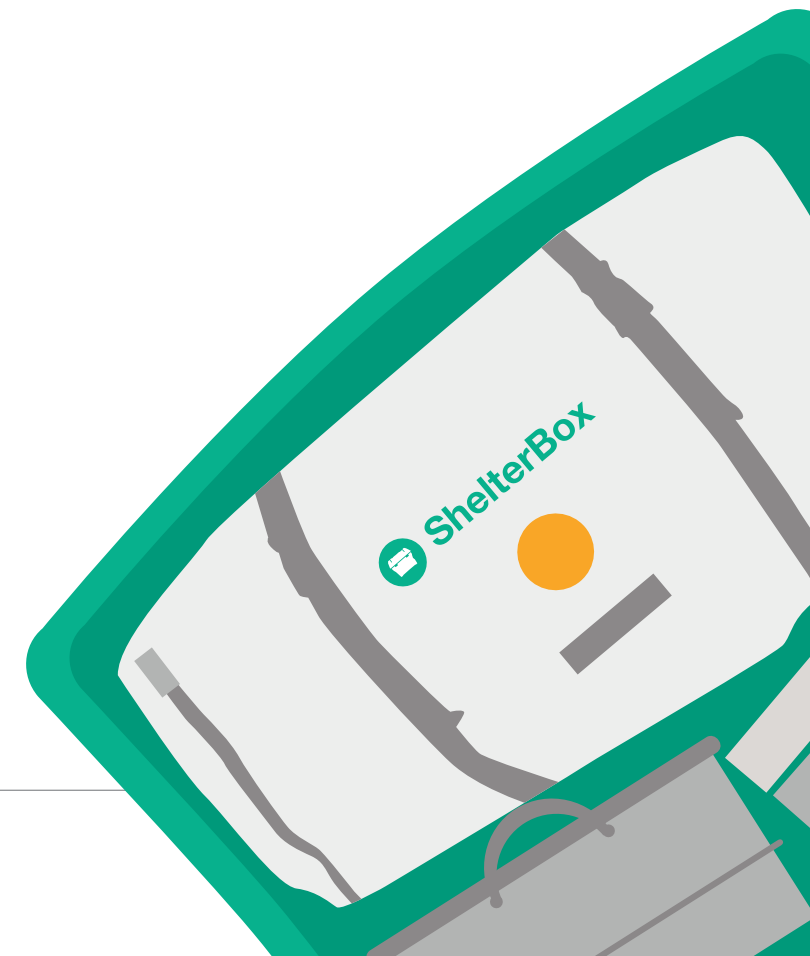
To be in this position at this time is both a privilege and a testament to everyone who has put their faith in us. We will do everything in our power to repay that faith, and to keep supporting families to rebuild and realise a better future – whatever is happening in the world around them.

THANK YOU SO MUCH  
FOR YOUR KINDNESS,

Sanj Srikanthan  
CEO



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.





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.



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.



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 6<sup>th</sup>, 2020

*Susan in her kitchen where her husband now sleeps to make room for her and the 12 children in their care.*



STRATEGIC REPORT

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.

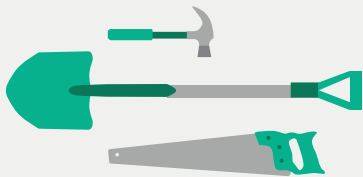
These are the measures we use to assess the impact of our work, and this is what they meant in 2020.

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.

“

*We are starting to build a new and better house.*

— Nora, Philippines





**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.

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



SINCE 2004 WE HAVE RESPONDED 31 TIMES IN THE PHILIPPINES TO:



22 typhoons



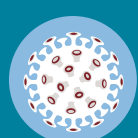
2 floods



2 conflicts



3 earthquakes



2 pandemic responses



## 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

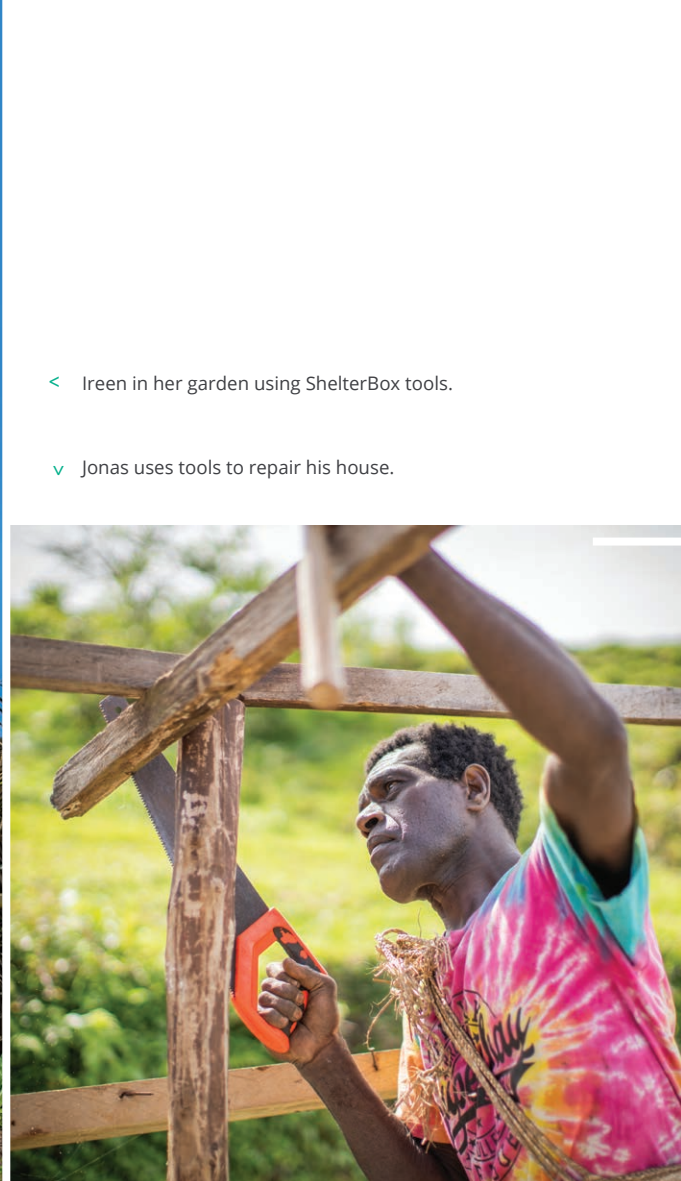
Vanuatu, an archipelago situated 1,100 miles east of Australia in the Pacific Ocean, managed to prevent the local spread of coronavirus last year. Only a single case was found, in November. But when the category 5 Cyclone Harold swept through the country in April, destroying homes and crops and snapping 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.

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.

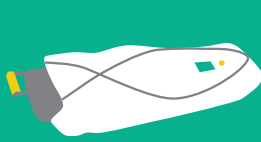
Jonas uses tools to repair his house.



Adeline and her daughter stand outside their kitchen house which has been repaired with tarpaulins provided by ShelterBox.

All photos © ShelterBox

WORKING AROUND THE CLOCK, WE SOURCED AND SHIPPED



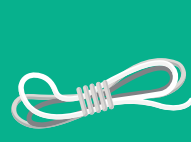
1,000 shelter kits



4,000 solar lights



2,000 tarpaulins



1,000 ropes



2,000 kitchen sets



STRATEGIC REPORT

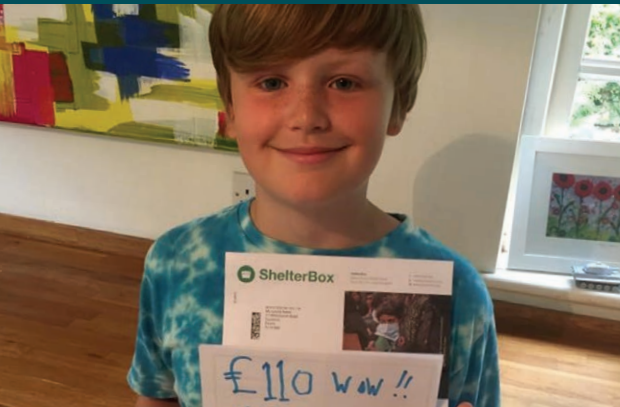
How we created a global community of supporters in 2020

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.



James raised £566 at a family BBQ and through their school newsletter.



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.



Rakhi Ghosh



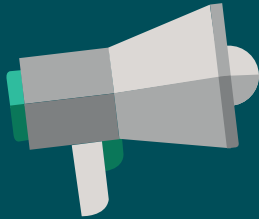
Camille Sethi - from Warwick Rotary Club



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.



STRATEGIC REPORT

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.

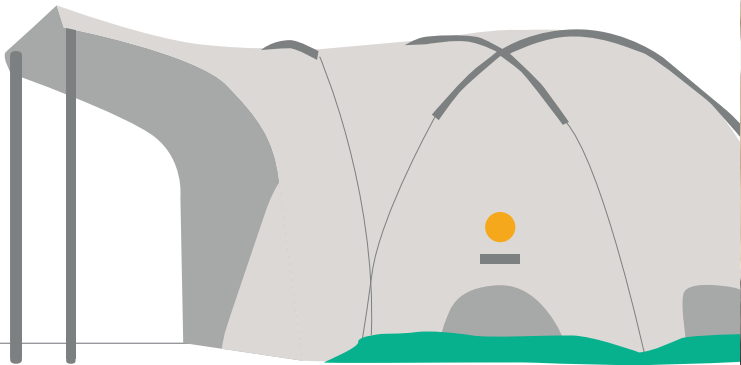
This was followed by training in the UK for volunteers from Norway, Belgium, Denmark and Germany. Held just before travel restrictions were introduced, the training gave volunteers the chance to develop knowledge of ShelterBox to guide their work across Europe (as well as giving them the chance to experience 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.





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.

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





STRATEGIC REPORT

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.

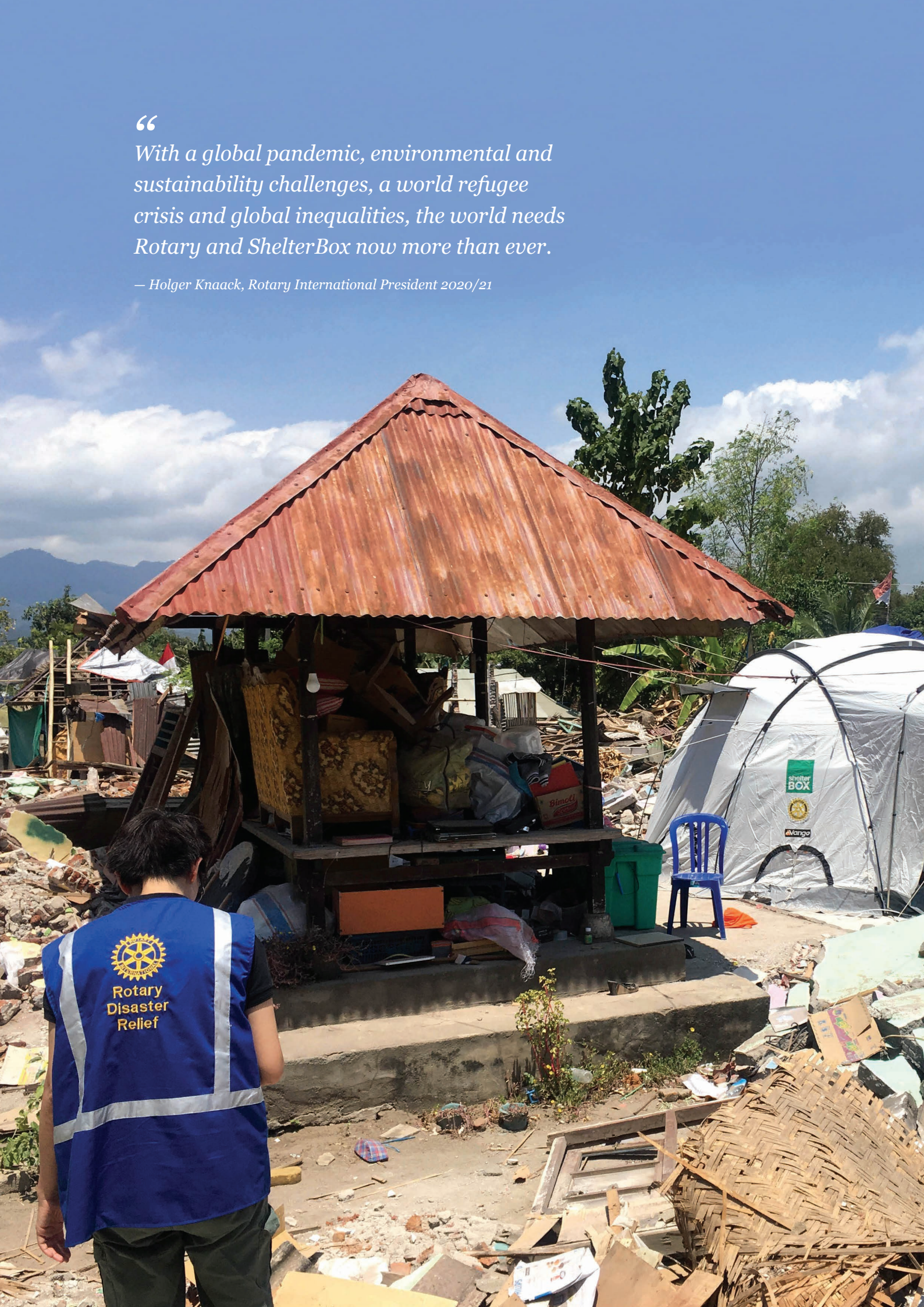
We were thrilled to receive a message of congratulations from RI President Holger Knaack on our 20th anniversary and honoured to welcome him as a key note speaker at our International conference in September. We were delighted to award Rotary International with a Global Humanitarian Service Award in 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





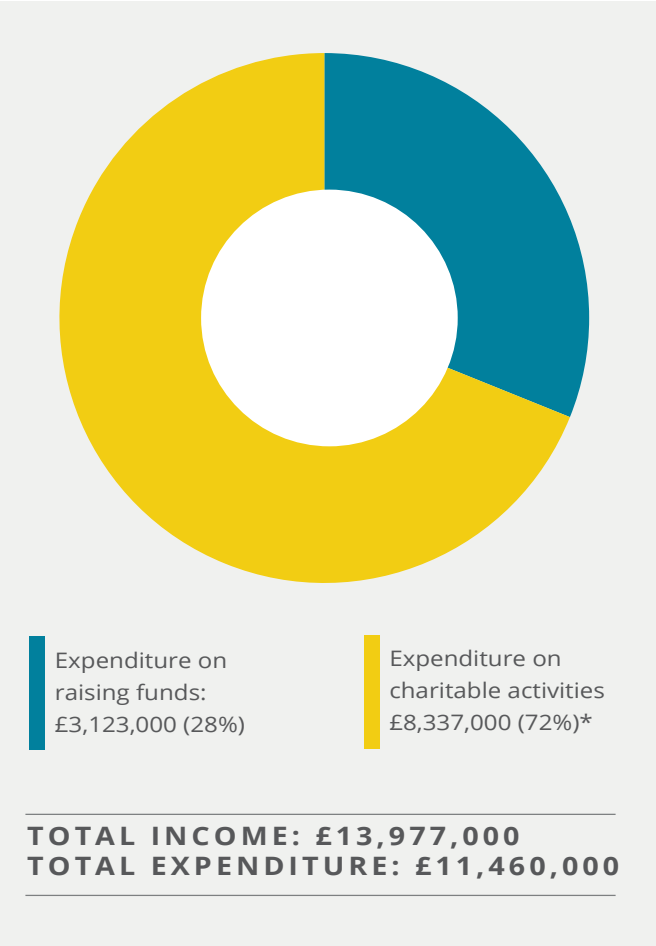
As with all other aspects of our work, financial performance was significantly impacted by the uncertainties caused by coronavirus. In March, when the full extent of the pandemic started to become clear, we took emergency measures to manage our spending and mitigate an anticipated drop in income.

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.



\*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.





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

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



FINANCIAL STATEMENTS

Independent auditor’s report  
to the members of ShelterBox Trust

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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



FINANCIAL STATEMENTS

*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](http://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  
27<sup>th</sup> September 2021

*Johnmark with his children outside their repaired home in Vanuatu.*





## FINANCIAL STATEMENTS

### Consolidated statement of financial activities for the year ended 31 December 2020

		Unrestricted funds	Restricted funds	Total Funds	Unrestricted funds	Restricted funds	Total Funds
	Note	2020 £000	2020 £000	2020 £000	2019 £000	2019 £000	2019 £000
<b>Income from</b>							
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
<b>Total</b>		<b>6,748</b>	<b>7,229</b>	<b>13,977</b>	<b>7,216</b>	<b>5,338</b>	<b>12,554</b>
<b>Expenditure on</b>							
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
<b>Total</b>	3	<b>5,746</b>	<b>5,714</b>	<b>11,460</b>	<b>8,008</b>	<b>4,737</b>	<b>12,745</b>
Transfer between funds		428	(428)	-	-	-	-
Net movement in funds		1,430	1,087	2,517	(792)	601	(191)
<b>Reconciliation of funds</b>							
Total funds brought forward		6,949	3,475	10,424	7,741	2,874	10,615
<b>Total funds carried forward</b>		<b>8,379</b>	<b>4,562</b>	<b>12,941</b>	<b>6,949</b>	<b>3,475</b>	<b>10,424</b>

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

## FINANCIAL STATEMENTS

### Balance sheets as at 31 December 2020

		Group 2020	Group 2019	Charity 2020	Charity 2019
	Note	£000	£000	£000	£000
<b>Fixed assets</b>					
Tangible assets	9	241	381	240	381
Investments	10	-	-	1	1
		<b>241</b>	<b>381</b>	<b>241</b>	<b>382</b>
<b>Current assets</b>					
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
		<b>14,252</b>	<b>10,983</b>	<b>14,017</b>	<b>10,618</b>
Creditors: amounts falling due within one year	15	(1,552)	(940)	(1,510)	(938)
<b>Net current assets</b>		<b>12,700</b>	<b>10,043</b>	<b>12,507</b>	<b>9,680</b>
<b>Net assets</b>		<b>12,941</b>	<b>10,424</b>	<b>12,748</b>	<b>10,062</b>
<b>Charity funds</b>					
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
<b>Total funds</b>		<b>12,941</b>	<b>10,424</b>	<b>12,748</b>	<b>10,062</b>

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.



## FINANCIAL STATEMENTS

### Consolidated cash flow statement for the year ended 31 December 2020

		2020	2019
	Note	£000	£000
<b>Cash flows from operating activities</b>			
Net cash provided by/outflow from operating activities	18	3,061	553
<b>Cash flows from investing activities</b>			
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

## FINANCIAL STATEMENTS

### 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
<b>Total</b>	<b>6,415</b>	<b>7,229</b>	<b>13,644</b>

	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
<b>Total</b>	<b>6,559</b>	<b>5,338</b>	<b>11,897</b>

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)	-
<b>Total</b>	<b>3,959</b>	<b>644</b>	<b>6,857</b>	<b>-</b>	<b>11,460</b>

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)	-
<b>Total</b>	<b>4,152</b>	<b>1,229</b>	<b>7,364</b>	<b>-</b>	<b>12,745</b>

## 4. GRANTS PAYABLE

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

		2020 £000	2019 £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
<b>Total</b>		<b>644</b>	<b>1,229</b>

## 5. NET RESOURCES EXPENDED

This is stated after charging/(crediting):

	2020 £000	2019 £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

	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

### DUE WITHIN ONE YEAR

## 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
<b>Bank current accounts and cash</b>				
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) <i>Unrestricted funds</i>	Balance at 1 January 2020	Income	Expenditure	Transfers in/out	Balance at 31 December 2020
	£000	£000	£000	£000	£000
<b>Designated funds</b>					
Stock	1,401	-	-	605	2,006
<b>General funds</b>					
General funds	5,548	6,748	(5,746)	(177)	6,373
<b>Total unrestricted funds</b>	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.



## 16. STATEMENT OF FUNDS (continued)

### 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
<b>Restricted funds</b>					
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
<b>Total of funds</b>	<b>10,424</b>	<b>13,977</b>	<b>(11,460)</b>	<b>-</b>	<b>12,941</b>

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
<b>Designated funds</b>					
Stock	2,723	-	-	(1,322)	1,401
<b>General funds</b>					
General funds	5,018	7,216	(8,008)	1,322	5,548
<b>Total unrestricted funds</b>	<b>7,741</b>	<b>7,216</b>	<b>(8,008)</b>	<b>-</b>	<b>6,949</b>



## 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
<b>Restricted funds</b>					
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
<b>Total of funds</b>	<b>10,615</b>	<b>12,554</b>	<b>(12,745)</b>	<b>-</b>	<b>10,424</b>

## 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 ACTIVITIES

	2020	2019
	£000	£000
Net movement in funds (as per Statement of financial activities)	2,517	(191)
<b>Adjustment for:</b>		
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)
<b>Net cash used in operating activities</b>	<b>3,061</b>	<b>553</b>

## 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
	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





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**President**

Her Royal Highness  
The Duchess of Cornwall



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