



THE BORN FREE FOUNDATION

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2020

Company Registration No. 3603432(England and Wales)
Registered Charity No. 1070906

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The Born Free Foundation

Reference and administrative information

Board of Trustees	Michael Reyner (Chair) Michael Drake Peter Ellis Virginia McKenna OBE Jenny Seagrove Liz Tinlin (resigned 15 May 2019) Graeme Young Kate Stephenson Sue Olsen (resigned 17 June 2019) Sean Cassidy Elaine Olson-Williams Sharon Peake Jessica Ruben (from April 2020)
Secretary to the Trustees	Karen Monaghan
Executive President	Will Travers
Chief Executive	Howard Jones (to March 2020)
Managing Director	Karen Botha (from April 2020)

The Born Free Foundation

Reference and administrative information (continued)

Registered information

Registered charity name The Born Free Foundation

Charity number 1070906

Company registration number 3603432

Registered office Saffery Champness LLP
71 Queen Victoria Street
London
EC4V 4BE

Professional advisors

Auditors Saffery Champness LLP
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EC4V 4BE

Bankers HSBC UK
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Surrey
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Investment advisors Shipman Financial Planning Ltd
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Blackbrook Business Park
Taunton
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**Chair's Introduction
For the year ended 31 March 2020**

It gives me great pleasure, once more, to introduce Born Free Foundation's Annual Report, which outlines for our many committed supporters, and the broader public, our achievements over the last year and our future priorities.

2019/20 marked the 35th Anniversary of the creation of the charity, by Bill Travers, Virginia McKenna and Will Travers. We celebrated this with a major fundraising event (Wind of Change) at the Landmark Hotel in London in September 2019, surrounded by many of our amazing and passionate patrons, ambassadors, supporters and friends. It was a moment to reflect on the remarkable journey on which we have travelled and the many achievements we have accomplished – but also on the continuing and sobering threats to wildlife around the world and the challenges we face in helping to drive our philosophy of Compassionate Conservation where every individual, free-living or in captivity, matters.

Financially, 2019/20 was a year of solid performance. Fundraising revenues, whilst down on the previous year's very strong levels, remained healthy at £5.3 million and well-balanced across a diverse source of income streams. We remain particularly grateful for the generosity and commitment of our broad base of individual supporters. We deliberately maintained expenditure at similar levels to the previous year (£6.2 million in 2019/20). This enabled us both to continue our existing programmes across conservation, rescue and care, policy, education, and our campaigns, whilst making one-off investments in enhancing the infrastructure of and capacity at our core sanctuaries at Ensessa Kotteh in Ethiopia and Shamwari in South Africa. This was in line with our declared intention of reducing our reserves towards our agreed target levels.

The full breadth of our activities is detailed in the reports that follow from each of our Departments. It is a little invidious to draw out particular highlights when everything we do is so valuable. Nevertheless, it is worth noting that in 2019/20 we were able to rescue and relocate a record number of animals to our sanctuaries; we showcased our brilliant Bitter Bond animation which not only won awards but also, more importantly, highlighted the evils of the canned hunting industry; our field conservation work continued to be pivotal in supporting wildlife populations across five continents; and we launched our Great Debate educational initiative, which has been enormously well-received.

Since the end of the financial year, we – like everyone – have been dealing with the consequences of Covid-19. This has obviously imposed major changes on how we work and has created real complexities for our operations in the field; we are managing through these with creativity and determination to minimise any negative impact. Financially, we anticipate a more difficult year or more for fundraising, but we control our costs well and fortunately our reserves give us a healthy buffer to better cope with any emergencies and existential threats.

In closing, I would as ever like to pay tribute to all our staff and volunteers for their hard work, enthusiasm and skill. During the year, we said goodbye to Howard Jones as CEO; Will Travers stepped back in as Executive President, leading the charity together with Karen Botha, who has rejoined us as Managing Director. I would also like to thank our Trustees for their support, wisdom and advice; we have recently added Jess Ruben to our ranks, who brings invaluable experience from Kenya in particular, as well as strengthening our digital and financial insights. The world remains a challenging one for wildlife, but the Born Free family is committed to playing an ever more impactful role in support of our mission.

**Michael Reyner
Chair of Trustees**

The Born Free Foundation

Report of the Trustees and Executive President Report For the year ended 31 March 2020

The Trustees present their report and accounts for the year ended 31 March 2020 including the Strategic Report for the company.

These accounts comply with the charity's governing document, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and with the Charities SORP (FRS 102).

STRUCTURE, GOVERNANCE & MANAGEMENT

Status and Objects

The charity is a company limited by guarantee. Our governing document is a Memorandum & Articles of Association, dated 1998.

Governing Body and Structure

Our governing body is a Board of Directors. The Directors are the Trustees of the charity. As at 31 March 2020 there were nine Trustees.

We have evolved our structure over the years to cope with the increasing complexity of our activities and the steady increase in legislation and regulation. Although most business is dealt with at quarterly meetings we have a Finance & General Purposes Committee and we used *ad hoc* working groups, for example on risk management, which progress specific issues and report back to the Board. We also have a Remuneration Committee.

In addition to the above, there were two non-executive sub-committees. The Marketing & Partnerships Committee reviewed and advised on commercial development and the management of High Net Worth Individuals, while the Programmes Committee appraised the management of field projects and policy. Executive authority and line management of both these areas remained with the CEO.

We have overseas branches in Kenya and Ethiopia, a charitable non-profit subsidiary company in South Africa, an operational presence in Sri Lanka, and two other subsidiaries – Born Free Trading Ltd and Born Free Films Ltd (which is dormant). We have a companion organisation in America called Born Free USA.

We have a well-established annual planning and budgeting process that covers the charity and its subsidiaries and branches.

Decision making

We continue to see our prime function as to ensure the good governance of the charity and to this end we focus on matters of policy and general strategy, the approval of plans, the monitoring of progress with charitable projects, financial control and investments.

Operational responsibility is delegated to the Executive President, and the Managing Director. A Secretary who advises it on general governance assists the Board.

The Board receives two formal reports in advance of its meetings – a Quarterly Report that deals with progress to achieving project goals and operational matters and a Finance Report that covers financial and related matters.

Trustees

When we recruit new Trustees, we follow a best practice process including a skills audit to identify the qualities sought in potential candidates, and a Trustee's working group to manage the appointment process, reporting to the full Board. We provide new Trustees with structured induction that includes comprehensive documentation and individual briefings

MISSION & PRIORITIES

Our mission and purpose is to ensure that all wild animals, whether living in captivity or in the wild, are treated with compassion and respect and are able to live their lives according to their needs. As a leading wildlife charity, we oppose the exploitation of wild animals in captivity and campaign to keep them where they belong - in the wild.

We promote Compassionate Conservation to enhance the survival of threatened species in the wild and protect natural habitats while respecting the needs and safeguarding the welfare of individual animals. We seek to have a positive impact on animals in the wild and protect their ecosystems in perpetuity, for their own intrinsic value and for the critical roles they play within the natural world.

To do this we take into account nine broad considerations, which both represent our core values and are constantly under review to ensure they reflect the wider context of our operating environment.

1. We work to stop captive animal suffering, challenge the captive animal industry, and phase-out zoos.
2. We strive to eliminate trophy and canned hunting by exposing its fundamental immorality.
3. We campaign to end the illegal wildlife trade and to reduce as far as possible the impact of the legal trade on wild species, including the sale of their products and live trade
4. We continue to rescue, rehabilitate and, where possible, release individual animals to the wild
5. We promote Compassionate Conservation solutions, enabling people and wildlife to live without conflict.
6. We support wildlife law-enforcement and emphasise community engagement.
7. We work to protect habitats and threatened species
8. We seek to improve the lives of wild animals while they are in captivity through policy reform, higher captive welfare standards, and public education and engagement.
9. Through our educational programmes and activities we inspire, engage and empower people, young and old, to respect and protect wildlife and natural habitats

In developing these priorities, the Trustees have had regard to the guidance from the Charity Commission on public benefit.

ACHIEVEMENTS & PERFORMANCE

Report from the Executive President

More than three decades of impact for wild animals.

This Financial Year (2019/20) has been one of relentless hard work, perseverance and success which has more than compensated for some programmatic disappointments. As a charity of 36 years standing we have learned to draw energy from every success. It is the fuel that has powered us for the long-term and the platform on which our future achievements will be built.

This report is made slightly more difficult following the departure of our CEO, Howard Jones, at the start of 2020. His three years with Born Free have given important space for fresh thinking and an opportunity to ensure that all we do for individual animals, in captivity and free-living is of the highest possible standard. As President and now Executive President, I have spent a great deal of time familiarising myself with all aspects of the Foundation's work in detail, supporting our teams, commencing a recruitment process for a Managing Director position and providing high-level guidance to Born Free in what has turned out to be a particularly challenging time.

Nevertheless, I am proud to report that our work-rate as an organisation remains high, our ambitions far-reaching and our impact substantial. In addition, I am pleased to report that Born Free's income to charitable expenditure has increased to 74% in 2019/20 (67% in 2018/19), and we remain committed to doing all we can to maintain this level or improve it further in the coming years.

I would like to thank each and every member of the team, whether in the UK or overseas, for their unstinting efforts. I would also like to thank the Board and the Committees for their commitment and assistance.

I would also like to thank (and if only I could do this) all our supporters – loyal members of the public, fundraisers, campaigners, corporate partners, media friends, our celebrity Patrons and Ambassadors, our colleagues in other organisations with whom we collaborate so closely. This is what makes success possible: our sense of unity and purpose.

All organisations go through 'chapters' in the course of their existence. To use the same metaphor, we are in the process of moving forward into a new chapter, drawing on our ongoing work for thousands of wild animals worldwide.

Born Free has been in the thick of it for 35 years and I am looking towards the future with excitement, hope, determination and a sense that the best is yet to come. The Born Free 'Family' continues to be very much on the march!

**Will Travers OBE
Executive President**

Programmatic and Country Highlights

Welfare and Captivity

Elsa, the lioness who was rescued and released to the wild by George and Joy Adamson all those years ago, and whose story was told in the book and film, Born Free, was one of the lucky ones, she was given a second chance at a wild and free life. However, for many captive wild animals, that is not an option. Born Free's work to end the use of wild animals in circuses and dolphinariums; to overhaul zoos and move public support away from captivity towards the wild; to end the exploitation of wild animals as exotic 'pets'; to provide lifetime care to rescued wild animals in our Sanctuaries; and to engage with and empower the widest possible global community to bring about profound and lasting change is as relevant today as it has always been.

"This has been a record year for international animal rescues and relocation activities, whereby we have offered lifetime care at our sanctuaries to lions, leopards and cheetah rescued from inadequate captivity facilities and the pet trade in France, Belgium, South Africa, Djibouti and Somaliland, while continuing to take in rescued wild animals on a regular basis at our sanctuary in Ethiopia. Zoos, circuses, dolphinariums and the trade in wild animals as exotic pets continue to undermine the natural world and threaten the welfare of individual animals worldwide, and we have refocused our public outreach in this field via our Raise the Red Flag initiative, allowing people at home and abroad to report instances of captive animal suffering, and equipping them with the tools to take action." Dr Chris Draper. Head of Welfare and Captivity

Highlights, Milestones and Tier 1 Welfare Projects (Projects designed, operated, and predominantly financially supported by Born Free) include:

- Shamwari Big Cat Rescue Centre, South Africa: (£166,172)
A lion called Hilts was thankfully rescued from the despicable 'canned hunting' industry in South Africa.
- Ensessa Kotteh, Wild Animal Rescue, Care Sanctuary and Education Centre, Ethiopia: (£289,231)
After a rapid decline in their health, Safi and Dolo, two lions at Ensessa Kotteh in Ethiopia, were sadly euthanised following a suspected rabies infection. Our Rabies Action Plan was further reviewed and enhanced.
- We welcomed the arrival of two lions, Alpha and Kora, from our friends at Natuurhulpcentrum in Belgium.
- Raise the Red Flag was launched to encourage members of the public round the world to alert us to cases of captive wild animals suffering, supported by a 'toolkit' of actions to help minimise cruelty and neglect.
- We completed construction of two new big cat enclosures at Panthera Africa, near Cape Town, South Africa.
- Two rescued lion cubs, Karlos and Evana, were successfully relocated to Panthera Africa.
- Our old and wonderful lion, Sinbad, rescued from Romania in 2007, passed away at Shamwari after 12 years in our care.

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- The development of the Born Free inspired Pangea Elephant Sanctuary project has moved forward with the decision by the Fondation Brigitte Bardot to join as a Level 1 Member, and an offer of financial support for the land from two private donors.

Animal Welfare-Related Tier 2 Grants made by Born Free to third party partners include:

Bannerghatta Tiger Sanctuary (India)	£100,059
Raise the Red Flag	£ 18,050
UK Wildlife	£ 7,000
Feline Rescue	£ 17,916
Arcturos Bear Rescue	£ 6,825
Animals Asia	£ 17,000
Limbe Primate Sanctuary (Cameroon)	£ 11,500
Ngamba Island Chimp Sanctuary	£ 11,500
Zambia Primate Project	£ 45,500
Orcalab (Canada)	£ 14,425
Wildlife Emergency Rescue Unite (Malawi)	£ 15,475
Semprioniano Rescue Centre (Italy)	£ 16,400
Panthera Africa Big Cat Rescue	£ 8,504
OBRC Bear Rescue (Russia)	£ 6,500
ETH Elephant Rescue and Release (Sri Lanka)	£ 10,191

Looking to the Future

More and more countries are taking a progressive approach to animal welfare and it is likely that Born Free will need to further raise its game to provide policy guidance, technical support and lifetime care involving more rescued animals. We are also looking to help build in-country animal welfare capacity, particularly human resources and expertise, especially in Ethiopia.

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Born Free Education Work

Born Free recognises the interconnection between wildlife and community well-being. The human element cannot be separated from the conservation of wildlife. Therefore, building a sense of stewardship towards our planet, its natural resources and our wild neighbours is essential for the protection and survival of so many species, including lions, elephants and pangolins to name but a few.

“The education team has been undergoing a period of planning and consolidation to ensure that we deliver programmes that incorporate modern teaching practices, community collaboration, and partnerships, enabling lasting, positive behaviour change for the benefit of individuals, communities and wildlife in the UK, Kenya, South Africa, Ethiopia and further afield.” Laura Gosset, Head of Education.

Highlights and Milestones include:

- The development of Born Free’s curriculum linked on-line teaching resources now enables teachers all over the world to access our materials
- The Tree House Education Centre at Ensessa Kotteh (Ethiopia) was completed which has since benefitted over 700 visitors, including school children and adults
- Born Free Kenya became a Member of the Conservation Education Forum in Kenya chaired by the Kenya Wildlife Service
- More schools have now been included in our Education Programme in both Amboseli and the Meru Conservation Area, Kenya, bringing the total to 16 partner schools and benefiting 640 students directly and 1,000s more indirectly
- Our Great Debate educational initiative (on plastics, wildlife and the environment) was given an average 4.8 stars out of 5 by teachers on TES and reached an estimated 33,000 students.

Looking to the Future

The number of students and communities now benefitting from our Education and Community Programme has grown significantly. Opportunities may soon exist to reach out further and embed Born Free values of care, respect and compassion as part of institutional learning and national curriculums.

Born Free Policy Work

Born Free recognises the vital importance of policy work. Without effective pro-animal, environmentally sensitive policies our work is all the harder. Therefore, our investment in researching, explaining and advising decision-makers in the hope they too will adopt better policies remains a core activity.

“Born Free’s international policy work aims to secure positive legislative and policy provisions for wildlife, in order to create the framework within which our conservation and animal welfare efforts can flourish. In 2019-20 we helped maintain and increase the protection of elephants, rhinos, giraffes, big cats, otters and many others against international trade, and initiated meaningful action plans to increase international collaboration for the conservation of elephants, chimpanzees, and carnivore species, while strengthening international recognition of the importance of animal culture. We also work to ensure wildlife protection and welfare are at the forefront of the Post-2020 Global Biodiversity Framework, being developed by the UN Convention on Biological Diversity” Dr Mark Jones, Head of Policy.

Highlights and Milestones include:

- Over 210,000 people signed our petition against trophy hunting imports. This was submitted to the Prime Minister’s office at 10 Downing Street.
- IPBES (Inter-governmental Science/Policy Platform on Bio-diversity and Eco-system Services) reports 1 million species threatened with extinction.
- Born Free’s relentless, principled and fact-driven campaign against the proposed culling of 1,250 wild hippos in Zambia by trophy hunters was successful and the cull abandoned.
- CITES (Convention on International Trade in Endangered Species) Conference of the Parties due to be held in Sri Lanka (May 2019) was cancelled after the terrorist attack and the Policy Team, including our colleagues from Born Free USA and the Species Survival Network adapted successfully to the new reality. The Conference subsequently took place in Geneva instead between 17th and 28th August.

The future capture and international trade in live juvenile elephants was brought to a virtual end by a successful vote of the Parties to CITES supported by Born Free, members of the Species Survival Network, and many other groups. The UK Government was a leading voice lobbying against future trade and is to be congratulated.

- Plans were initiated to develop a permanent presence in Europe by registering an office in France with an employee whose brief would be to address both policy and animal welfare issues.
- Born Free has fully engaged in the development of the Post 2020 Global Bio-diversity Framework which seeks to imagine how we can deliver a more sustainable and equitable model with wildlife protection and animal welfare at its heart, guided by the UN Sustainable Development Goals and under the auspices of the UN Convention on Biological Diversity.”
- The Convention on Migratory Species (Born Free is a registered Observer) meeting in India in February 2020 was abandoned as a result of COVID 19 but our work under the auspices of the Convention remained on track.

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- Born Free and Born Free USA consulted with the US and UK governments on a trophy import ban.
- The ban on the use of wild animals in circuses received Royal Assent and will come into effect in 2020. Born Free has worked for 25 years on this issue.

Looking to the Future

The impact of Covid-19 cannot be under-estimated. Beyond its devastating and ongoing impact, it will change the way people work, meet, collaborate. It may also place public health at the heart of wildlife issues such as international trade, wildlife markets, wildlife consumption, and the keeping of exotic animals as 'pets'. Our policy work is likely to reflect these changing priorities.

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Born Free Conservation Work

Conservation is one of the core activities at Born Free, whether it is through our Tier One projects (those that we essentially fund and operate) or through our Tier Two projects (those that we provide funding support for).

“As many of the threats facing wild animals result from the actions of people living in closest proximity, our community-level conservation initiatives are essential to enable rural-living people to reduce their pressures on the natural world, allowing animals to thrive, free from persecution. Conservation efforts that give people skills, tools and opportunities can foster landscapes of long-lasting coexistence.” Nikki Tagg, Acting Head of Conservation

Tier 1 Highlights and Milestones include:

- **Pride of Meru (Kenya): (£122,641)**
Our flagship project in Northern Kenya (Meru National Park and the Meru Conservation Area) established that there are c. 60 lions in the National Park, potentially others in the wider ecosystem. We are now developing interventions that will help keep lions and communities safer for the long-term protection of the species.
- **Pride of Amboseli (Kenya): (£193,026)**
Our flagship project in southern Kenya now delivers greater livestock security and lion protection to over 300 small communities, total c. 6,000 people and over 30,000 head of livestock. It is believed that these efforts, along with those of partners, have brought about an increase in the wild lion population. A National Lion Census due to be published in late summer 2020 will verify this or not.
- **Satpuda Landscape Tiger Project (India): (£117,045)**
Covering the largest area of contiguous tiger habitat in India and working in partnership with a number of key, local conservation and community organisations, the good news is that tiger numbers in the area are on the rise. In Madhya Pradesh and Maharashtra, where Born Free operates, the number of wild tigers increased from 308 to 526, and from 190 to 312 respectively, between 2014 and 2018.
- **Ethiopian Wolves Conservation Project (Ethiopia): (£100,000)**
Always a fragile species – Ethiopian Wolves number around 500 individuals. Only found in the Afro-alpine Highlands of Ethiopia, disease remains the greatest immediate threat. Sadly this year proved to be no different with Canine Distemper claiming at least 30 Ethiopian wolves in the Bale Mountains.
- **Babile Elephant Sanctuary (Ethiopia): (£216,155)**
It is with deep disappointment that we report the closing down of our efforts in northern Ethiopia at the Babile Elephant Sanctuary in this financial year. Large areas of the 7,000 sq km reserve are over-populated with people, settlements (including religious buildings), and livestock numbers are increasing. The ability of the conservation authorities to control the situation has, at least temporarily, been brought to an end.

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- The UK government's disastrous and discredited badger culling policy continues to rolled-out at massive cost – both in terms of badger lives and public finances - with little positive discernible impact. Born Free, in partnership with the Badger Trust and others, has relentlessly made the case for a reversal of policy, in favour of far greater bio-security and a vaccination programme.
- IUCN, World Conservation Congress due in June 2020 was abandoned due to Covid-19, as were the CITES Plants, Animals and Standing Committee meetings due to take place in the late summer and early autumn of 2020. The Convention on Biological Diversity meeting scheduled to be held in China CBD has also been moved.
- Born Free is now supporting jaguar conservation in north-western Argentina. Jaguar have been identified as a big cat species under critical threat not on from loss of habitat and conflict with local communities but as a result of the trade in body parts for markets in the Far East.
- Fledging plans concerning an Integrated Wildlife Protection Initiative have been suspended pending review, as have our plans to explore livelihood issues as an alternative to trophy hunting. However, regarding trophy hunting, two important documents were published during the period. *Trophy Hunting: Busting the Myths* by Dr Mark Jones, and *Trophy Hunting: A Psychological Perspective* by Professor Geoffrey Beattie.

Conservation Tier 2 Grants include:

Amboseli Trust for Elephants (Kenya)	£ 20,000
Forest Elephants (Ghana)	£ 16,000
Kahuzi Biega Gorilla Protection (DRC)	£ 23,000
Orangutan Foundation (Borneo)	£ 36,000
Giraffe Conservation Foundation (Niger)	£ 20,000
Bulindi Chimpanzee Conservation (Uganda)	£ 20,000
National Park Rescue (Zimbabwe)	£ 20,000
Jaguars in the Fringe (Argentina)	£ 20,000
Wildlife Law Enforcement (LAGA & EAGLE)	£ 50,000
Lion Surveys (Ethiopia & Sudan)	£ 20,000

Looking to the Future

The advent of movements such as Extinction Rebellion and the warning from research bodies that a million wild species may be at risk of disappearing adds even greater urgency to Born Free's work. Protecting wild lions and tigers at a landscape level brings greater security to myriad other species as part of functioning, evolving ecosystems. Turning what we have learned into greater conservation action will drive our efforts going forward.

The Born Free Foundation

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Born Free Country Offices

Kenya

Efforts during the period have focussed on support for our lion conservation, community outreach and education teams in the field, maintaining our vitally important partnership with the Kenya Wildlife Service, working with Kenya and other wildlife-friendly African nations at the CITES meeting in Geneva (August 2019) to secure the best possible outcomes for species threatened by international trade, and completing the purchase and re-fabrication of our Nairobi Headquarters.

The top four threats to wildlife conservation in Kenya are human-wildlife conflict, habitat loss and conversion, wildlife disease and infrastructure development. This calls for concerted efforts of all stakeholders to address the challenges. Born Free Foundation is taking the lead in securing the future of wildlife by working with conservationists and communities to reduce human-wildlife conflict through the smart bomas initiative and through our education programme, to change people's negative perceptions towards the environment and wildlife. Tim Oloo, Kenya Country Manager

Highlights and Milestones include:

- Purchase and the redevelopment of the Born Free Nairobi Office to increase functionality, value and income generation potential.
- Meeting and acquainting ourselves with the new Director General of KWS, retired Brigadier John Waweru.
- Replacing older vehicles with two second-hand Land Cruisers in support of our lion conservation and community field programmes.
- Recruited two Education Officers, one in Amboseli and one in Meru.

Looking to the Future

Kenya has achieved some remarkable conservation success, doubling the number of wild elephants and rhino since 1989. However, with the human population speeding past the 50 million mark, clearly wild species and wild places will experience even greater pressure. Working to a national brief, as part of a policy framework will be a priority, aimed at ensuring that Born Free's efforts are combined with others to maximum impact.

Ethiopia

Despite strenuous efforts, working alongside the over-stretched authorities to secure the 7,000 square kilometre Babile Elephant Sanctuary and its circa 300 elephants, large-scale human incursions into the protected area and the erection of permanent buildings (including places of worship), coupled with tensions and unrest, resulted in our reluctant decision to mothball our work in Babile Elephant Sanctuary. Our ongoing efforts continue to focus on Ethiopian Wolves (already reported under Conservation), education work (previously noted) and the operation of the Rescue, Sanctuary and Education Centre at Ensessa Kotteh. Longstanding frustrations relating to the regular and reliable supply of drugs, medications and other equipment, have not held back the centre, and the development of the capacity, expertise and professionalism of the Centre team.

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“My Country Ethiopia is rich in biodiversity with a high level of endemism. Unplanned agriculture, illegal settlement and other livelihood activities, tend to destroy wild habitats. As human-wild animal contact increases, so does human-wild animal conflict, resulting in reducing the number of wild animals through indiscriminate killing, poisoning, trapping. So Community Environmental Education must be given a priority to increase awareness and respect.” Bereket Girma, Head of Centre, Ensessa Kotteh. Ethiopia.

Highlights and Milestones include:

- The Sanctuary was visited by the British Secretary of State for International Development, Alok Sharma and the British Ambassador, Alastair McPhail.
- We have invested in solar power to a number of the on-site units.
- Our Sanctuary at Ensessa Kotteh now provides a home for 153 individual animals including 9 lions, 10 cheetah, 6 hyenas, 55 geladas, baboons and others primates, 2 bushbuck, 2 birds of prey and 69 tortoises, many rescued from the illegal wildlife trade.

Looking to the Future

Our work in Ethiopia, centred as it is on the Ensessa Kotteh Rescue, Sanctuary and Education Centre, operates at multiple levels: supporting wildlife law enforcement; providing lifetime care for confiscated and rescued animals; educating the next generation to respect, conserve and treasure their natural heritage, are efforts that will continue to be pursued with utmost vigour. But, importantly, our focus must now embrace building national capacities and competencies so that the expertise necessary to support conservation and environmental protection in Ethiopia resides with Ethiopians.

South Africa

Our long-term partnership with Shamwari continues to flourish. Our team there, led by Catherine Gillson, continues to provide the highest possible quality of lifetime care to the lions and leopards that call Shamwari home. Our outreach to international, national and local visitors has been upgraded. However, the recent impact of Covid 19 is a major cause for concern as visitor numbers, revenue and outreach have all been badly hit.

“With the unique opportunity to have access to a wide audience, from impressionable school-going children and college groups to mature professionals from all cultures and walks of life, we have a responsibility to educate and spread the ethos and message of Born Free. We are ambassadors, along with our rescued big cats, in an environment that is fraught with abuse, both of wildlife and humans.” Catherine Gillson, South Africa, Manager

Highlights and Milestones include:

- A new Five-Year Education Plan is in now place.
- An autogyro aircraft has been delivered to South Africa to assist in range monitoring and anti-poaching work at Shamwari. Head Ranger at Shamwari, Andrew Kearney, has been trained as an autogyro pilot.

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- Enclosure upgrades at the Julie Ward Centre were completed and further work at the Jean Byrd Centre is now in planning.
- We currently care for 13 lions and 4 leopards at Shamwari, almost all rescued from abusive captive circumstances in Europe.

Looking to the Future

Our wild animal rescue care and education efforts will remain at the core of Born Free's work in South Africa. However, more broadly, supporting the growing number of South Africans who do not support the current consumptive approach to wildlife (ranching, culling trophy hunting) is likely to gain momentum as the country tries to work out whether it represents a utilitarian conservation regime or one that is based on compassion and respect for the individual.

Sri Lanka

"Sri Lanka, a small biodiverse island nation, faces many conservation challenges. The attrition of wildlife habitats, ensuing human wildlife conflicts, increased climate related risks and wildlife trade pose risks to its natural wealth. As conservation practitioners, leveraging conservation priorities in national to grassroots dialogue is key in a development driven country." Manori Gunawardene, Sri Lanka Country Representative

Born Free's Sri Lanka representative was heavily involved in the development of plans for the CITES CoP19 conference, scheduled to take place in Colombo in June 2019. She was invited to be part of the Sri Lankan CITES delegation which fully engaged at the Conference of the Parties once, following the terrorist attack in Colombo, it was relocated to Geneva Switzerland (August 2019)

Proposals presented to CITES by the Government of Sri Lanka involving increased protection for four species of agamid lizards (popular with the exotic 'pet' trade) were approved by over two thirds of the 183 delegates to the Geneva meeting.

Our representative has now been supporting the government of Sri Lanka at departmental level in the implementation of these decisions.

Our Born Free Sri Lanka representative was appointed to the Advisory Committee of Elephant Conservation (Department of Wildlife Conservation) by the Minister of Wildlife and a revised National Policy on Conservation of Elephant was presented to and approved by the Cabinet of Ministers in October 2019.

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Non-Programmatic Team Reports

Marketing, Fundraising, Events and PR

The Trustees take their responsibilities under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their fundraising activities.

The charity is committed to its donors and remains dedicated to treating all donors and supporters with the highest level of care, consideration and respect. The charity undertakes fundraising activity via multiple channels including direct mail, email, social media, online communications, in-house publications and through carefully selected partners.

The charity is registered with the Fundraising Regulator and abides by the Regulator's Code of Fundraising Practice and the Fundraising Promise. The charity is careful to ensure that it takes all reasonable steps to treat a donor fairly, enabling donors to make an informed decision about any potential donation. The charity adopts guidance on best fundraising practice provided by regulatory bodies, and will continue to do so as these are updated.

During the year to 31 March 2020, the charity received one complaint in relation to fundraising, which is duly recorded on our Complaints Register.

"How we change public behaviours and attitude towards animal welfare and conservation issues has become the one of the driving forces behind all of the marketing and communications work we do. We must continue to find innovative ways to inform, educate and inspire the public to join our fight to keep wildlife in the wild. Evidence of the impact we can have was visible with the Bitter Bond campaign, where we were able to reach and educate millions of people about the canned hunting and the captive lion breeding industry." Matt Smithers, Head of Marketing and Fundraising

Highlights and Milestones include:

- Lions of Lyon – fundraising was successful and, in October 2019, the four lions were relocated to Shamwari Sanctuary in South Africa.
- Social media channels have seen increasing engagement rates across all platforms.
- We signed a corporate partnership agreement with British Airways Holidays in support of the Raise the Red Flag campaign.
- Mollie King was announced officially as patron at our event in August last year in London "Raise the Red Flag"
- Our prestigious gala event Wind of Change was attended by many of our Trustees, our Youth Ambassadors Bella Lack, Lewis Bedford and Katie Marshall and over three hundred Born Free supporters. Patrons attending included Joanna Lumley, Dan Richardson, Anna Burdzy, and James Lewis.

The Born Free Foundation

Report of the Trustees and Executive President Report For the year ended 31 March 2020

- Members of Virginia's Circle of Compassion met at the Royal Geographical Society with Born Free's Heads of Department to agree their generous annual financial contribution towards projects which benefit from the additional investment.
- We received funding from a number of Trusts who have continued to support our work over consecutive years with sums of up to £5,000 each. These annual donations are key to the continuity of our Education and Rescue work.
- We were particularly delighted to accept a large financial commitment from a Trust, new to Born Free, for three years to fund a new staff role, which is vital for the Elephant Free Campaign.
- Born Free additionally, welcomed generous donations from four new Trusts who responded to our applications for conservation and animal welfare. We are delighted to engage with Trusts that are interested in our cause and who are new to our work.
- Born Free Patron, James Lewis, set a new world record for a continuous auction and raised more than £129,000.
- The launch of the Bitter Bond animation about 'canned hunting' was supported by Ricky Gervais, Stephen Fry, Bryan Adams, Ellen DeGeneres, amongst many others. In total, across all channels, the film has reached approximately 11million people.
- Born Free signed a three-year corporate contract with Kingspan, a global building materials company, in support of our lion conservation work.
- Born Free received support from NBC Universal Dreamworks, a donation from Next, the retailer, and a further donation from Allianz Global.
- We launched our new retail platform through Shopify in October 2019. This platform would allow us to sell products related to our heritage, the species we support and the issues we tackle, all driven to raise funds for our programmatic activity. In addition, the platform will allow the charity to engage with new audiences from a retail perspective, educate them about the wider work of the charity, and ultimately engage with them as Born Free supporters.
- Virginia McKenna and Will Travers took part in a series of speaking engagements in the US at the invitation of Born Free USA and they visited the Born Free USA Primate Sanctuary in Texas.

Looking to the Future

We have never been more connected than we are right now. Messages, images, videos, campaigns can reach the farthest corners of the planet in seconds. However, the old-style connectivity, involving flights and hotels and face to face meetings (sometimes for just a few fleeting minutes of face time) belongs in the past. Born Free's leadership on this will, in the years ahead, set even lower carbon emissions and be an example of a modern, fleet of foot, model of working. We will use innovative technologies to share real time images of our work, podcasts and webinars with our audiences. We will continue to seek exciting new partnerships with funders, particularly Trusts and Corporates, to deliver collaborative and innovative solutions to our established and longer-term projects.

The Born Free Foundation

Report of the Trustees and Executive President Report For the year ended 31 March 2020

Born Free Compliance and Standards

Maintaining the highest levels of Compliance and Standards has always been a priority for Born Free and continues to be so throughout our organisation and in any partnerships.

“In this era of public scrutiny and oversight and certain notable failings amongst high profile charities, it is important that we strive to ensure that we meet the highest standards of compliance with Charity Commission best practice and the Charity Governance Code. Accordingly we have been reviewing and updating our policies and engendering staff and Trustee awareness.” Stephen Chandler, Head of Compliance and Standards

Highlights and Milestones include:

- A review of the Charity Governance Code led to the formalisation of new policies and terms of reference to assist the work of the Trustees.
- Our Equal Opportunities and Diversity policy was reviewed and updated, and a Harassment, Bullying and Discrimination Safeguarding policy was communicated to all staff in the countries where we operate.
- Improvements to welfare benefits were introduced to safeguard staff health and financial security.
- Comprehensive central registers to document policies and contracts commenced and will be completed in 2020/21.

Looking to the Future

Born Free strives to ensure that all its teams operate at the highest levels of professionalism and probity. The coming year will see our overseas teams increasingly operate according to a universal set of standards reflecting the care and consideration we offer all our employees in return for their unstinting dedication and commitment.

Born Free Operations and Sustainability

Born Free is committed to reducing its impact on the environment, diminishing as much as possible its contribution to global warming (through radical innovation, sustainable operational strategies and carbon reduction/mitigation programmes), and enhancing the capacity of local communities and partners to meet their own needs through ethically balanced sustainability policies, shared learning and support.

“An excellent achievement of the period was to be the first wildlife charity to be awarded One Carbon World Gold Award, representing the United Nations Gold Standard for carbon neutrality. This not only recognises our efforts but places us at the forefront of positive change. There is much more to do.” Will Travers OBE, Executive President

Highlights and Milestones include:

- Recruitment process initiated to appoint the Managing Director, with effect 20th April 2020.

The Born Free Foundation

Report of the Trustees and Executive President Report For the year ended 31 March 2020

- Refurbishment works completed at the new premises in Nairobi, now a wholly owned Born Free asset.
- Born Free received the UN Gold Standard for Carbon Neutrality, the first ever wildlife charity to do so.

Looking to the Future

Many parts of the world have embraced an increasingly sustainable agenda. This process has been further stimulated by Covid-19. Born Free will consider its options most carefully, putting efficiency and sustainability at the heart of its future operations and re-evaluating the way we work.

Born Free Financial Management

Every pound, dollar or Euro we receive in donations, grants, gifts and legacies represents the trust placed in us by a donor, large or small. It is our duty to invest these donations wisely and with integrity. Born Free works tirelessly to justify the trust placed in us. We remain committed to saving and caring for individual wild animals in need, to protecting and conserving threatened species and to working respectfully with communities most affected by living alongside wildlife, to ensure that the natural world is secure for generations to come.

I took over the chair of Born Free's Finance and General Purposes Committee during the period and I would like to pay tribute to the work of the previous Chair, Peter Ellis. I am ambitious to see further progress in the way we govern ourselves, look after our finances and deploy our resources. It is an exciting but challenging time." Elaine Olson-Williams (Chair, Finance and General Purposes Committee).

Looking to the Future

The management of Born Free's finances is a major responsibility, shared between the Finance Team, the Senior Executive and the Board. Maximising the impact of every donation sits at the heart of our financial operations. Born Free will seek to utilise the most contemporary practices and financial management tools available to enable our Senior Executive and Head of Finance to manage the funds with professionalism and transparency.

Future Operational Plans

- Appointment of a Managing Director (completed April 2020)
- Financial Management Review
- Working from home with reduced office space for meetings, to reduce non-charitable expenditure, to enable improved work-life balance, to reduce level of commuting and environmental impact
- Publications Review
- Staff Handbook Review
- Travel Review (in consultation with Department Heads)
- Human Resources Review
- Business and Operational Sustainability Review
- Impact Report Review (in close collaboration with Executive President, Head of Marketing, Head of Finance, and Trusts and Grants Manager)
- Review the 5 Year Operational Plan, particularly in light of Covid-19
- Programmatic Framework Review

Covid-19 Impact

- Born Free offices locked down 20th March 2020.
- All international travel was suspended as the UK and many other countries closed borders.
- Born Free introduced working from home for all UK and overseas staff (except those caring directly for animals (feeding, cleaning, etc.) for whom special provisions are in place.
- All external meetings have been cancelled, applying to staff within UK, Kenya, Ethiopia, South Africa and Sri Lanka.
- At its meeting (March 2020) the Board reviewed and accepted the Departmental Goals for the coming year 2020/21 from Compliance and Standards, Finance, Animal Welfare and Captivity, Education, Conservation, Operations and Sustainability, Policy, Kenya Country Office, and from the Chief Scientist.

FINANCIAL REVIEW

Our income for 2019/20 was £5.31m, a decrease of 13% from the previous year. Again, legacies have provided a major contribution to making up 35% of total income, although this is a decrease of 4% from 2018/19. Income from adoptions continued to increase, with an uplift of 4% from the previous year. Donations and gifts, which now include membership subscriptions, decreased by 24% from the previous year.

Expenditure devoted to charitable activities during the year increased by 9.5% to £4.61m (an increase of £399k). Details of project expenditure are set in the statement of Financial Activities, and in the Strategic Report.

The operating deficit of £944k was increased by losses in our investment portfolio of £11k and foreign exchange losses of £32k, leaving an overall deficit at the end of the year of £945k.

Our net assets now stand at £5.84m of which £5.63m is unrestricted. Our free reserves (defined as net assets less tangible fixed assets, restricted reserves, and minority interest) are at £3.96m. This level is in line with the target level of £4.0m, as defined in the revised reserves policy.

Alison Barrow Interim Accountant

Reserves policy

Our Trustees require the Foundation to set aside reserves to manage financial risk and short-term income volatility. They allow Born Free to carry out optimal levels of wild animal welfare, compassionate conservation, community support and education and policy development. They ensure that our financial commitments can be met. They help support the charity's long-term financial viability and offer protection against adverse external factors, allowing us to take advantage of opportunities as and when they arise. The Trustees have determined that we should not retain income for longer than required by our Reserves Policy or hold excess unrestricted or designated reserves beyond our identified needs.

Significant work was undertaken subsequent to the year-end and the information below represents a reserves policy adopted by the Trustees in May 2020. The formal designations will be reflected in the 2021 balance sheet.

As part of the latest review, the Trustees determined that the Born Free Foundation should hold sufficient cash to cover cash-flow uncertainties (such as projected Estate income) and unbudgeted fluctuations in income and/or expenditure. It also determined that the **Core Reserve** (unrestricted funds) should be equivalent to a minimum of 6 months of all budgeted annual operating costs, excluding those relating to the operation of our animal care facilities (Sanctuaries and the like).

Our Reserves Policy also takes in to account the Foundation's responsibility for the lifetime care of rescued animals within our Born Free sanctuaries or the careful winding down of one of more of our Sanctuaries and the humane dispersal of the animals to suitable partners over a 3-year timeframe. This is addressed through a designated fund described as the **Animal Lifetime Care Contingency Fund**.

The Reserves Policy also now accommodates the Foundation's need to maintain a separate designated fund for strategic one-off programmatic and infrastructure investment. This is described as **The Strategic Programmatic and Infrastructure Investment Fund**. Restricted funds received will be applied according to

The Born Free Foundation

Report of the Trustees and Executive President Report For the year ended 31 March 2020

the criteria set by the donor. It is the Board's intention to maintain the real value of the Core Reserve, the Animal Lifetime Care Contingency Fund and the Strategic Programmatic and Infrastructure Investment Fund, and adjust the value of each fund in line with the commitments of the Foundation.

The Trustees target for minimum liquidity and available funds across the three financial components set out above is £4 million which will be adjusted, commensurate with the identified short, medium and long-term needs of the charity and the charity's risk profile, as part of the annual review.

The finance and general purposes committee review the amount of reserves on an annual basis to ensure that they are sufficient to meet the group's continued obligations.

Investment performance, policy and objectives

During the year, a total of £750k was withdrawn from the investment portfolio in order to manage the reduction in revenue and to fund the operational cash flow requirements. At the end of the year the valuation of the residual portfolio stood at £3.4m (2019 £4.1m). This is under the control of two investment managers. The performance of the overall fund and that of each manager, is monitored against the benchmark of the FTSE WMA Growth Index and reviewed to ensure the application of our ethical criteria. We accept that these criteria may mean that gains are not always maximised due to our stringent ethical investment policy (we will not, for example, invest in businesses associated with animal testing or that cause significant environmental damage). But our aim is to achieve a better return than we could through simply using cash deposits. Targets for average annual growth were set in 2013 and the portfolio continues to return in excess of the highest target of 6% per annum.

Risk management

Our philosophy on risk management is well-established and rigorously analysed, reviewed and updated. We have a formal Policy and Procedure process in place. The Risk Register is maintained and the assessment of risks on the register is documented and rated in terms of the likelihood of occurrence and the potential impact.

In 2019/20 the Risk Register was reviewed by the Head of Sustainability and approved by the Trustees systems established to mitigate those risks. The key risks faced by Born Free in 2019/20 as identified in the Risk Register were:

1. **Reputation damage.** Born Free obtains all of its non-investment funding through personal and corporate donations. Brand protection and character defence are paramount when publicising the work we do to enhance the focus on our core purpose. We work closely with legal partners to ensure Trade Mark compliance in the UK, EU and Africa.
2. **Loss of income.** Large, single source incomes are carefully managed by our Marketing Team to ensure mutual goals are achieved and Born Free's ongoing value proposition meets the needs of our supporters. Marketing pipelines of prospective and potential corporate supporters are maintained and reviewed regularly to provide a diverse income portfolio.
3. **Business Continuity.** Effective disaster recovery plan is in place with all server data backed up daily to facilities off site. All staff have the ability to work remotely and the UK, Kenyan and Ethiopian offices have 24hr, 7 day per week security monitoring. Insurance policies for all countries and eventualities are maintained.

4. **Civil disturbance.** Local political developments and potential civil disobedience in all countries that Born Free operates in are monitored closely through a variety of sources. Close communication is maintained with key personnel in each country to ensure all locally employed staff take appropriate action when required to ensure their personal safety. Emergency plans are in place to provide food and care for those animals in Born Free's custody.

Statement of Trustees' responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The Born Free Foundation

**Report of the Trustees and Executive President Report
For the year ended 31 March 2020**

Auditors

Saffery Champness LLP were auditors during the period and their reappointment will be considered at the annual general meeting.

The Trustees have taken advantage of the small companies' regime in preparing the Trustees' Annual Report.

On behalf of the board

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Michael Reyner
Chair of Trustees

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**Independent Auditor's Report to the Members
For the year ended 31 March 2020**

Opinion

We have audited the financial statements The Born Free Foundation for the year ended 31 March 2020 which comprise the consolidated statement of financial activities, the group and charity balance sheets, the consolidated cash flow statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the affairs of the group and the parent charitable company as at 31 March 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 United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we

**Independent Auditor's Report to the Members
For the year ended 31 March 2020**

identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

Other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report which includes the Directors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report which includes the Directors' Report and the Strategic Report.

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

- the group or parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

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

**Independent Auditor's Report to the Members
For the year ended 31 March 2020**

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with that Act.

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

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

Use of our report

This report is made solely to the charitable company's members and the Trustees, 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 and Trustees 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, the charitable company's members and Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

.....
Cara Turtington (Senior Statutory Auditor)
for and on behalf of Saffery Champness LLP

Saffery Champness LLP
Chartered Accountants
Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

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Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

The Born Free Foundation

Consolidated Statement of Financial Activities (incorporating an income and expenditure account)
For the year ended 31 March 2020

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
Income and endowments from					
Donations and legacies	2	3,625,686	402,131	4,027,817	4,917,310
Charitable activities	3	786,721	-	786,721	755,849
Other trading activities	4	389,618	7,069	396,687	307,958
Investment income	5	76,036	-	76,036	105,098
Other income		20,308	-	20,308	3,489
Total		4,898,369	409,200	5,307,569	6,089,704
Expenditure on					
Raising funds	6	1,603,604	-	1,603,604	2,101,777
Charitable activities	7	4,351,780	253,364	4,605,144	4,206,188
Total		5,955,384	253,364	6,208,748	6,307,965
Net (losses)/gains on investments	13	(11,325)	-	(11,325)	262,493
Net income/(expenditure)		(1,068,340)	155,836	(912,504)	44,232
Foreign exchange (losses)/gains		(32,075)	-	(32,075)	33,933
Transfers between funds	21	(4,433)	4,433	-	-
Net movement in funds		(1,104,848)	160,269	(944,579)	78,165
Reconciliation of funds					
Total funds brought forward		6,736,720	49,922	6,786,642	6,708,477
Total funds carried forward	20	5,631,872	210,191	5,842,063	6,786,642

Continuing operations

All incoming resources and resources expended arise from continuing activities.

The notes on pages 32 to 57 form part of these financial statements.

The Born Free Foundation

Consolidated and Charity Balance Sheets
At 31 March 2020

		Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Fixed assets					
Intangible assets		1	-	1	-
Tangible assets	12	1,675,211	1,675,211	1,624,952	1,624,952
Investments	13	3,612,286	3,612,371	4,307,836	4,307,921
		<u>5,287,498</u>	<u>5,287,582</u>	<u>5,932,789</u>	<u>5,932,873</u>
Current assets					
Stocks	15	26,094	-	26,464	-
Debtors	16	473,290	478,911	1,204,880	1,241,646
Cash at bank and in hand		400,662	382,783	328,364	305,524
		<u>900,046</u>	<u>861,694</u>	<u>1,559,708</u>	<u>1,547,170</u>
Creditors: amounts falling due within one year	17	<u>(345,464)</u>	<u>(338,868)</u>	<u>(705,838)</u>	<u>(756,347)</u>
Net current assets		<u>554,582</u>	<u>522,826</u>	<u>853,870</u>	<u>790,823</u>
Net assets		<u>5,842,080</u>	<u>5,810,408</u>	<u>6,786,659</u>	<u>6,723,696</u>
Funds					
Unrestricted funds	21	5,631,872	5,600,217	6,736,720	6,673,774
Restricted funds		210,191	210,191	49,922	49,922
		<u>5,842,063</u>	<u>5,810,408</u>	<u>6,786,642</u>	<u>6,723,696</u>
Minority interest		17	-	17	-
Total funds		<u>5,842,080</u>	<u>5,810,408</u>	<u>6,786,659</u>	<u>6,723,696</u>

The total income of the Charity as an individual entity for the year was £5,240,683 (2019 - £6,058,500) and its net deficit for the year was £881,288 (2019 – deficit of £135,220). A Statement of Financial Activities for the Foundation as an individual entity is not included using the exemption given in section 408 of the Companies Act 2006.

The financial statements were approved by the Board of Trustees on
signed on its behalf by

2020 and were

Michael Reyner
Chair of Trustees

The notes on pages 32 to 57 form part of these financial statements.
Company number 3603432

The Born Free Foundation

Consolidated Cash Flow Statement
For the year ended 31 March 2020

	Notes	2020 £	2019 £
Cash flows from operating activities			
Cash generated from operations	24	(396,387)	(905,417)
Net cash used in operating activities		(396,387)	(905,417)
Cash flows from investing activities			
Purchase of tangible fixed assets		(277,977)	(852,194)
Purchase of investment property		(26,225)	-
Purchase of fixed asset investments		(1,042,987)	(1,748,138)
Sale of tangible fixed assets		73,111	-
Sale of fixed asset investments		1,666,727	2,510,545
Investment income		76,036	105,098
Net cash generated by/(used in) investing activities		468,685	15,311
Change in cash and cash equivalents in the reporting period	25,26	72,298	(890,106)
Cash and cash equivalents at the beginning of the reporting period		328,364	1,218,470
Cash and cash equivalents at the end of the reporting period	25	400,662	328,363

The notes on pages 32 to 57 form part of these financial statements.

1. Accounting policies

1.1 Accounting convention

The financial statements of the charitable company and group have been prepared in accordance with the second edition of the Charities SORP (FRS 102) "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)", Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006.

The Charity constitutes a public benefit entity as defined by FRS102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

1.2 Basis of aggregation

The overseas branches of the charity produce audited branch financial statements to 31 March or 31 December each year. The financial statements are aggregated into the charity financial statements at the end of the year to produce the charity only figures, prior to the consolidation of the subsidiary companies.

1.3 Basis of consolidation

The group financial statements consolidate the financial statements of the Charity and its subsidiaries for the year ended 31 March 2020. The statement of financial activities (SOFA) and the balance sheet consolidate the financial statements on a line by line basis where appropriate.

Details concerning the subsidiary companies, along with its results and financial position are set out in note 13.

1.4 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. In forming their conclusion the Trustees have considered the impact of the Covid-19 pandemic on the activities of the charity during 2020 and consider that they have been able to control expenditure whilst finding new ways to fundraise and to support our beneficiaries during this time. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.5 Incoming resources

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

Notes to the financial statements (continued)
For the year ended 31 March 2020

1 Accounting policies (continued)

1.5.1 Legacy, donations and gifts are included in the accounts when the amount due can be quantified with reasonable probability and the timing of the receipt is known.

1.5.2 Income from investments and Gift Aid have been accounted for when receivable.

1.5.3 Other trading activities comprise amounts receivable during the year from various fundraising events held by the charity and from income generated by its trading subsidiaries.

1.6 Resources expended

Liabilities are recognised as expenditure as soon as there is a legal obligation or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where cost cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

1.6.1 Expenditure on raising funds represents the costs of fundraising and general publicity for the charity.

1.6.2 Expenditure on charitable activities includes the costs of conservation and preservation of animals undertaken to further the purposes of the charity.

1.7 Tangible fixed assets

The cost of tangible fixed assets is their purchase cost together with any incidental costs of acquisition. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	2% per annum on cost
Leashold property	Over the life of the lease agreement (5% - 10%)
Plant and office equipment	25% per annum reducing balance
Educational and fundraising vehicles	25% per annum reducing balance
Fixtures, fittings and equipment	25% per annum reducing balance
Computer equipment	33% per annum on cost

No depreciation is provided on freehold land.

1.8 Investments

Investments are stated at market value in the balance sheet. The Statement of Financial Activities includes the net gains or losses arising on revaluations and disposals throughout the year.

1.9 Investment property

Investment property is stated at market value in the balance sheet. The Statement of Financial Activities includes the net gains or losses arising on revaluations and disposals throughout the year. No depreciation is charged on investment property.

Notes to the financial statements (continued)
For the year ended 31 March 2020

1 Accounting policies (continued)

1.10 Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

1.11 Financial instruments

The Charity has applied the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Other than where specifically stated all of the charity's financial instruments are classed as basic financial instruments.

Financial assets are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets are classified into specified categories. The classification depends on the nature and purpose of the financial assets and is determined at the time of recognition.

1.11.1 Basic financial assets

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

1.11.2 Basic financial liabilities

Basic financial liabilities are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Other financial liabilities classified as fair value through the statement of financial activities are measured at fair value.

1.11.3 Financial instruments held by the Charity

Financial assets

The loan to the subsidiary is deemed to be a basic financial asset, which is measured at transaction price as it bears interest at a market rate. The other debtors and prepayments do not constitute financing transactions and are deemed to be basic financial assets and are measured at transaction cost. There has been no impairment of the financial assets in the year.

Financial liabilities

None of the creditor balances constitute financing transactions and therefore they are recognised at transaction price and deemed to be basic financial liabilities. No financial liabilities were derecognised in the year.

1 Accounting policies (continued)

1.12 Leasing commitments

Operating leases and the payments made under them are charged to the profit and loss account on a straight line basis over the lease term.

1.13 Taxation

As the majority of the charity's activities are classified as exempt or non-business activities for the purposes of value added tax, the charity is unable to reclaim all the value added tax which it suffers on purchases. Expenditure in these financial statements is therefore shown inclusive of value added tax where it is not recoverable.

The charity is exempt from corporation tax on its charitable activities and therefore no provision has been made for either corporation tax or deferred tax.

1.14 Foreign currencies

Assets and liabilities denominated in foreign currencies are translated into sterling using the exchange rate ruling at the balance sheet date. Transactions in the period are translated using the exchange rate ruling on the date of the transaction. Exchange differences are accounted for in the Statement of Financial Activities.

1.15 Fund accounting

Funds held by the charity and group are split into different types:

1.15.1 Unrestricted general funds

Unrestricted general funds are donations and other incoming resources receivable or generated for the objects of the Charity without specified purpose.

1.15.2 Restricted funds

Restricted funds are those funds donated to the Charity where the donor has stipulated they be used for the benefit of a specific project or for a particular administrative cost.

1.16 Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Notes to the financial statements (continued)
For the year ended 31 March 2020

2. Donations and legacies

	Unrestricted £	Restricted £	2020 £
Donations and gifts	1,251,805	217,792	1,469,597
Legacies	1,836,626	22,339	1,858,965
Corporates and Trusts	537,255	162,000	699,215
	<u>3,625,686</u>	<u>402,131</u>	<u>4,027,817</u>
	Unrestricted £	Restricted £	2019 £
Donations and gifts	1,182,636	744,698	1,927,334
Legacies	2,099,067	290,620	2,389,687
Corporates and Trusts	180,182	420,107	600,289
	<u>3,461,885</u>	<u>1,455,425</u>	<u>4,917,310</u>

3. Charitable activities

	2020 £	2019 £
Adoptions income	786,721	755,849
	<u>786,721</u>	<u>755,849</u>

4. Other trading activities

	2020 £	2019 £
Income of trading subsidiary (note 13)	114,690	162,314
Events and raffles	281,997	145,644
	<u>396,687</u>	<u>307,958</u>

Event and raffle income includes restricted income of £7,069 (2019 - £14,326).

The Born Free Foundation

Notes to the financial statements (continued)
For the year ended 31 March 2020

5. Investment income

	2020 £	2019 £
Dividend income	75,728	104,755
Bank interest received	308	343
	<hr/> 76,036	<hr/> 105,098

6. Raising funds

	2020 £	2019 £
Staff costs	522,572	513,934
Investment management costs	31,086	27,919
Direct Costs	634,194	1,068,608
Cost of Sales	82,313	93,821
Support costs (note 8)	333,439	397,495
	<hr/> 1,603,604	<hr/> 2,101,777

Notes to the financial statements (continued)
For the year ended 31 March 2020

7. Charitable activities costs

	Direct costs £	Support Costs (note 8) £	Totals 2020 £
Conservation	1,076,064	305,875	1,381,939
Welfare	1,306,534	414,225	1,720,759
Policy	108,540	285,484	394,024
Education	69,413	166,920	236,333
Behavioural Change	432,042	440,047	872,089
	<u>2,992,593</u>	<u>1,612,551</u>	<u>4,605,144</u>
	Direct costs £	Support Costs (note 8) £	Totals 2019 £
Conservation	962,938	663,278	1,624,247
Welfare	989,263	468,719	1,458,448
Policy	143,321	193,019	339,273
Education	44,549	109,830	157,681
Behavioural Change	-	631,271	581,839
	<u>2,140,071</u>	<u>2,066,117</u>	<u>4,206,188</u>

8. Support costs

	2020 £	2019 £
Salaries	1,297,277	1,588,300
Property	207,189	167,007
IT & General office costs	169,799	175,317
Finance	25,408	21,637
Other support	21,969	318,079
Depreciation	184,024	143,655
Governance costs	40,324	49,617
	<u>1,945,990</u>	<u>2,463,612</u>

Notes to the financial statements (continued)
For the year ended 31 March 2020

9. Net income for the year

Net income for the year is stated after charging:

	2020	2019
	£	£
Auditors' remuneration, including the audit fees of subsidiaries	25,095	18,718
Depreciation	184,024	152,184
(Loss) on disposal of fixed assets	-	(1,901)
	<hr/>	<hr/>

10. Trustees' remuneration, benefits and expenses

There was no trustees' remuneration or other benefits for the year ended 31 March 2020 nor for the year ended 31 March 2019.

Travel and subsistence expenses totalling £1,961 was paid to 1 trustee in the year ended 31 March 2020 (2019: £5,122 to four Trustee).

Donations totalling £20,387 were received from Trustees during the year (2019: £6,144).

Notes to the financial statements (continued)
For the year ended 31 March 2020

11. Staff costs

	2020 £	2019 £
Wages and salaries	2,069,897	1,844,761
Social security costs	141,371	148,046
Other pension costs	204,918	150,559
	<u>2,416,186</u>	<u>2,143,366</u>

The average monthly number of employees (based on head count) during the year was 76 (2019: 78). This includes 4 unpaid volunteers in both years.

The numbers of employees whose emoluments for the year fell within the following bands were:

	2020 Number	2019 Number
£60,000 to £69,999	-	1
£90,000 to £99,999	1	-
£100,000 to £109,999	-	-
£110,000 to £119,999	-	1
£120,000 to £129,999	-	1
£150,000 to £159,999	1	-
	<u>1</u>	<u>1</u>

The key management personnel during the year to 31 March 2020 comprised Stephen Chandler Head of Compliance, Sarah Curran Head of Finance, Chris Draper Head of Welfare & Captivity, Laura Gosset Head of Education, Elizabeth Greengrass Head of Conservation, Mark Gumbrill Head of Business Sustainability, Mark Jones Head of Policy, Howard Jones CEO, Nikki Mason Head of Enterprise & Partnership, Matt Smithers Head of Fundraising and Will Travers, President.

The total employee benefits of the key management personnel of the charity were £709,416 (2019: £655,630).

During the year to 31 March 2020, the charity made one termination payment. Due to the non-disclosure agreement in place, the charity has not disclosed the amount of the payment in these financial statements.

The Born Free Foundation

Notes to the financial statements (continued)
For the year ended 31 March 2020

12. Tangible fixed assets

Group

	Assets under construction £	Freehold Property £	Leasehold premises £	Plant, furniture and equipment £	2020 Total £
Cost					
At 1 April 2019	182,403	690,791	729,799	1,110,159	2,713,152
Additions	-	124,520	-	153,457	277,977
Disposals	(41,778)	-	-	(31,333)	(73,111)
Exchange adjustments	-	-	-	-	-
At 31 March 2020	140,625	815,311	729,799	1,232,283	2,918,018
Depreciation					
At 1 April 2019	-	-	182,777	905,423	1,088,200
Charge for year	-	14,713	69,205	100,106	184,024
Eliminated on disposal	-	-	-	(29,417)	(29,417)
Exchange adjustments	-	-	-	-	-
At 31 March 2020	-	14,713	251,982	976,112	1,242,807
Net book value					
At 31 March 2020	140,625	500,598	477,817	256,171	1,675,211
At 31 March 2019	182,403	690,791	547,022	204,736	1,624,952

Included in freehold property is land of £152,761 (2019: £152,761) which is not depreciated.

Capital commitments

The charity had no building commitments as at the year-end (2019: £nil).

The Born Free Foundation

Notes to the financial statements (continued)
For the year ended 31 March 2020

12. Tangible fixed assets (continued)

Charity

	Assets under construction £	Freehold Property £	Leasehold premises £	Plant, furniture and equipment £	2020 Total £
Cost					
At 1 April 2019	182,403	690,791	729,799	1,106,130	2,709,123
Additions	-	124,520	-	153,457	277,977
Disposals	(41,778)	-	-	(31,333)	(73,111)
Exchange adjustments	-	-	-	-	-
At 31 March 2020	140,625	815,311	729,799	1,228,254	2,913,989
Depreciation					
At 1 April 2019	-	-	182,777	901,394	1,084,171
Charge for year	-	14,713	69,205	100,106	184,024
Eliminated on disposal	-	-	-	(29,417)	(29,417)
Exchange adjustments	-	-	-	-	-
At 31 March 2020	-	14,713	251,982	972,083	1,238,778
Net book value					
At 31 March 2020	140,625	500,598	477,817	256,171	1,675,211
At 31 March 2019	182,403	690,791	547,022	204,736	1,624,952

Notes to the financial statements (continued)
For the year ended 31 March 2020

13. Fixed asset investments

Group		Quoted investments £	Property £	Totals £
Market value				
At 1 April 2019		4,132,836	175,000	4,307,836
Additions		1,042,987	26,225	1,069,212
Disposals		(1,666,727)	-	(1,666,727)
Realised and unrealised gains		(98,035)	-	(98,035)
At 31 March 2020		3,411,061	201,225	3,612,286
Historic cost of investments		2,998,584	201,225	3,199,809
Charity				
	Shares in group undertakings £	Quoted investments £	Property £	Totals £
Market value				
At 1 April 2019	85	4,132,836	175,000	4,307,921
Additions	-	1,042,987	26,225	1,069,212
Disposals	-	(1,666,727)	-	(1,666,727)
Realised and unrealised gains	-	(98,035)	-	(98,035)
At 31 March 2020	85	3,411,061	201,225	3,612,371
Historic cost of investments	85	3,031,282	201,225	3,232,592

Notes to the financial statements (continued)
For the year ended 31 March 2020

13. Fixed asset investments (continued)

Quoted investments are held as follows:

Group and charity

	Total 2020 £	Total 2020 £
UK Fixed interest	749,580	875,904
Overseas Fixed interest	81,181	-
UK Equities	825,514	1,246,578
Overseas Equities	1,204,965	1,429,213
Property investments	-	146,635
Alternatives	134,250	-
Cash deposits	415,571	434,506
	<u>3,411,061</u>	<u>4,132,836</u>

The charity holds 20% or more of the share capital of the following companies:

Company	Country of incorporation	Shares	
		Class	%
Born Free Trading Limited	England & Wales	Ordinary	100%
Born Free Films Limited	England & Wales	Ordinary	83%
Born Free Foundation South Africa	South Africa	-	-

Born Free Trading Limited undertakes the sale of Born Free merchandise and services. The company makes gift aid donations to the charity out of profits generated.

Born Free Films Limited undertakes film development but is a dormant company.

Born Free Foundation South Africa was set up to receive sponsorship and fundraise for projects in South Africa but has limited activity to date.

A summary of the result of these undertakings is set out overleaf:

Notes to the financial statements (continued)
For the year ended 31 March 2020

13. Fixed asset investments (continued)

	Born Free Trading Limited		Born Free Foundation South Africa	
	31 March 2020	31 March 2019	31 March 2020	31 March 2019
	£	£	£	£
Turnover	114,690	162,314	-	-
Cost of sales	(67,587)	(88,258)	-	-
Gross profit	47,103	74,056	-	-
Administrative expenses	(48,734)	(34,047)	(94)	(16)
Other income	-	-	198	191
Tax	(2,604)	-	-	-
Net profit/(loss)	(4,235)	40,009	104	175
Assets – fixed and current	44,515	69,250	3,054	2,950
Liabilities	(15,913)	(6,413)	-	-
	28,602	62,837	3,054	2,950
Share capital	2	2	-	-
Retained reserves	28,600	62,835	3,054	2,950
	28,602	62,837	3,054	2,950

Born Free Films remained dormant in the year to 31 March 2020.

In 2020 the following transactions took place between the Foundation and its wholly owned subsidiaries:

Staff and administration costs were recharged by the Charity to Born Free Trading Limited totalling £18,000 (2019: £18,000).

Born Free Trading Limited made a donation under gift aid to the charity of £30,000 (2019: £102,801).

At 31 March 2020 Born Free Trading Limited owed the charity £9,340 (2019: the charity owed Born Free Trading £14,202).

At 31 March 2020 Born Free Films Limited owed the charity £2,839 (2019: £2,839).

The Born Free Foundation

Notes to the financial statements (continued)
For the year ended 31 March 2020

14. Gains/(losses) on investments

	2020 £	2019 £
Realised (losses)/gains	(86,710)	208,912
Unrealised (losses)/gains	(11,325)	262,493
	<u>(98,035)</u>	<u>471,405</u>

15. Stocks

Group	2020 £	2019 £
Stocks of goods for resale	26,094	26,464
	<u>26,094</u>	<u>26,464</u>

Charity	2020 £	2019 £
Stocks of goods for resale	-	-
	<u>-</u>	<u>-</u>

Notes to the financial statements (continued)
For the year ended 31 March 2020

16. Debtors

Group: Amounts falling due within one year

	2020	2019
	£	£
Trade debtors	8,868	270,879
Other debtors	211,688	679,199
Prepayments and accrued income	252,734	254,802
	<hr/>	<hr/>
	473,290	1,204,880
	<hr/> <hr/>	<hr/> <hr/>

Charity: Amounts falling due within one year

	2020	2019
	£	£
Trade debtors	8,503	263,037
Other debtors	208,334	678,218
Prepayments and accrued income	252,734	254,802
Amounts due from subsidiaries	9,340	45,589
	<hr/>	<hr/>
	478,911	1,241,646
	<hr/> <hr/>	<hr/> <hr/>

Notes to the financial statements (continued)
For the year ended 31 March 2020

17. Creditors
Amounts falling due within one year

Group	2020	2019
	£	£
Trade creditors	80,686	220,506
Corporation tax	-	5,808
OTSS	32,546	46,317
Other creditors	19,865	1,541
Accruals and deferred income	212,367	431,666
	<u>345,464</u>	<u>705,838</u>
Charity	2020	2019
	£	£
Trade creditors	78,368	217,093
Amounts owed to subsidiaries	-	57,035
Corporation tax	-	5,808
OTSS	32,546	46,317
Other creditors	19,835	1,428
Accruals and deferred income	208,119	428,666
	<u>338,866</u>	<u>756,347</u>

The Born Free Foundation

Notes to the financial statements (continued)
For the year ended 31 March 2020

18. Provisions

Group and charity	2020	2019
	£	£
Opening balance	-	131,879
Movement in the year	-	(131,879)
	<hr/>	<hr/>
	-	-
	<hr/> <hr/>	<hr/> <hr/>

19. Operating lease commitments

As at 31 March 2020 the charity had commitments under non-cancellable operating leases as follows:

Group and Charity	2020	2019
	£	£
Land and Buildings		
Within one year	89,020	83,131
Between one and five years	89,020	89,020
In more than five years	178,040	267,060
	<hr/>	<hr/>
	356,080	439,261
	<hr/> <hr/>	<hr/> <hr/>
Other leases		
Within one year	9,956	10,006
Between one and five years	2,430	12,250
In more than five years	-	-
	<hr/>	<hr/>
	12,386	22,256
	<hr/> <hr/>	<hr/> <hr/>

Notes to the financial statements (continued)
For the year ended 31 March 2020

20. Net Assets by fund

Group - 2020

	Unrestricted funds £	Restricted funds £	2020 Total funds £
Intangible Fixed Assets	1	-	1
Tangible Fixed Assets	1,675,211	-	1,675,211
Investments	3,612,286	-	3,612,286
Current Assets	689,855	210,191	900,046
Current liabilities	(345,464)	-	(345,464)
Net assets	5,631,889	210,191	5,842,080

Group - 2019

	Unrestricted funds £	Restricted funds £	2019 Total funds £
Intangible Fixed Assets	1	-	1
Tangible Fixed Assets	1,624,952	-	1,624,952
Investments	4,307,836	-	4,307,836
Current Assets	1,509,786	49,922	1,559,708
Current liabilities	(705,838)	-	(705,838)
Net assets	6,736,737	49,922	6,786,659

Notes to the financial statements (continued)
For the year ended 31 March 2020

20. Net Assets by fund (continued)

Charity - 2020

	Unrestricted funds £	Restricted funds £	2020 Total funds £
Tangible Fixed Assets	1,675,211	-	1,675,211
Investments	3,612,371	-	3,612,371
Current Assets	651,503	210,191	861,694
Current liabilities	(338,868)	-	(338,868)
Net assets	5,600,217	210,191	5,810,408

Charity - 2019

	Unrestricted funds £	Restricted funds £	2019 Total funds £
Tangible Fixed Assets	1,624,952	-	1,624,952
Investments	4,307,921	-	4,307,921
Current Assets	1,497,248	49,922	1,547,170
Current liabilities	(756,347)	-	(756,347)
Net assets	6,673,774	49,922	6,723,696

Notes to the financial statements (continued)
For the year ended 31 March 2020

21. Movement in funds

	At 1 April 2019 £	Net movement in funds £	Transfers between funds £	At 31 March 2020 £
Unrestricted funds				
General fund	6,736,720	(1,100,415)	(4,433)	5,631,872
Restricted funds				
Conservation	-	116,906	-	116,906
Welfare	-	35,000	-	35,000
Policy	-	-	-	-
Education	49,922	3,930	4,433	58,285
Behavioural Change	-	-	-	-
	49,922	155,836	4,433	210,191
Minority interest	17	-	-	17
Total	6,786,659	(944,579)	-	5,842,080

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	4,893,369	(5,955,384)	(43,400)	(1,100,415)
Restricted funds				
Conservation	191,445	(74,539)	-	116,906
Welfare	184,133	(149,133)	-	35,000
Policy	29,692	(29,692)	-	-
Education	3,930	-	-	3,930
Behavioural Change	-	-	-	-
	409,200	(253,364)	-	155,836
Total	5,307,569	(6,208,748)	(43,400)	(944,579)

Notes to the financial statements (continued)
For the year ended 31 March 2020

21. Movement in funds (continued)

	At 1 April 2018 £	Net movement in funds £	Transfers between funds £	At 31 March 2019 £
Unrestricted funds				
General fund	6,470,137	2,814,602	(2,548,019)	6,736,720
Restricted funds				
Elephants	16,123	(16,123)	-	-
Bears	222,217	(222,217)	-	-
Conservation	-	(591,087)	591,087	-
Welfare	-	(1,010,580)	1,010,580	-
Policy	-	(315,080)	315,080	-
Education	-	49,922	-	49,922
Behavioural Change	-	(631,271)	631,271	-
	238,340	(2,497,598)	2,548,019	49,922
Minority interest	17	-	-	17
Total	6,708,494	78,165	-	6,786,659

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	4,619,953	(2,101,777)	296,426	2,814,602
Restricted funds				
Elephants	-	(16,123)	-	(16,123)
Bears	-	(222,217)	-	(222,217)
Conservation	796,788	(1,387,875)	-	(591,087)
Welfare	447,402	(1,457,982)	-	(1,010,580)
Policy	21,260	(336,340)	-	(315,080)
Education	204,301	(154,379)	-	49,922
Behavioural Change	-	(631,271)	-	(631,271)
	1,469,751	(4,206,188)	-	(2,497,598)
Total	6,089,704	(6,307,965)	296,426	78,165

20. Movement in funds (continued)

Restricted funds are for the following purposes:

Conservation – Delivering a range of projects in specifically chosen eco-systems, according to our priorities, that enable us to create evidence based solutions to reach a co-existent future between humans and wildlife.

Welfare – A broad approach to identify and protect individual animals in the context of our aim which is to keep wildlife in the wild. This involves campaigns against the keeping of captive animals and the rescue and rehabilitation of the victims of trade (legal and illegal) and cruelty.

Policy – Creating an intelligence base across political, economic, and social factors from which we can inform our own programmatic activity and campaign or lobby, internationally, to achieve our aims.

Education – Creating innovative approaches and programs for public engagement including schools, drawing on our evidence base and knowledge, which we share on an open society basis.

Behavioural Change – The need to encourage people to alter their behaviour towards wildlife is fundamental to achieving our aims and underlies everything we do.

22. Related party transactions

Transactions with the subsidiary companies are detailed in note 13.

The Executive President is a son of Virginia McKenna who is a trustee. He received remuneration of £112,584 during the year (2019 - £92,800) which is included in the key management personnel expenditure in note 11. Virginia McKenna is not involved in decisions regarding employment or levels of remuneration which are benchmarked independently.

The charity received income of £1,085 from Nice Little Effort Limited (England and Wales Company registration number 10595075) in respect of ticket sales for an event in the year. The Executive President, Will Travers, is one of the two directors of the company. In 2019 Born Free Foundation made a payment of £10,000 to the same company.

Included within debtors in the financial statements are amounts owed of £7,555 from Born Free USA, which is a United States 501(c)(3) foundation. Whilst The Born Free Foundation has a common interest, and both Will Travers and Michael Reyner are Directors of Born Free USA, it does not control Born Free USA. During the prior year the charity made a grant of £70,000 to the US charity.

Elaine Olson-Williams, a trustee of the charity, is a partner in MHA MacIntyre Hudson. During the year MHA MacIntyre Hudson provided accountancy support to the charity totalling £6,680 (2019 – £13,235). Services were provided on reduced commercial terms.

The total staff costs of the charity detailed in note 11 include a provision of a personal assistant's time to Virginia McKenna, the Co-Founder and a Trustee of the Charity. The cost represents time spent in relation to charitable activities and was paid directly to the personal assistant.

Notes to the financial statements (continued)
For the year ended 31 March 2020

23. Comparative statement of financial activities

	Unrestricted funds £	Restricted funds £	2019 Total funds £
Income and endowments from			
Donations and legacies	3,461,885	1,455,425	4,917,310
Charitable activities	755,849	-	755,849
Other trading activities	293,632	14,326	307,958
Investment income	105,098	-	105,098
Other income	3,489	-	3,489
Total	4,619,953	1,469,751	6,089,704
Expenditure on			
Raising funds	2,101,777	-	2,101,777
Charitable activities	-	4,206,188	4,206,188
Total	2,101,777	4,206,188	6,307,965
Net gains on investments	262,493	-	262,493
Net income	2,780,669	(2,736,437)	44,232
Foreign exchange gains	33,933	-	33,933
Transfers between funds	(2,548,019)	2,548,019	-
Net movement in funds	266,583	(188,418)	78,165

Notes to the financial statements (continued)
For the year ended 31 March 2020

24. Reconciliation of net income to net cash flow	2020 £	2019 £
Net income for the reporting period (as per the statement of financial activities)	(912,504)	(44,232)
Adjustments for:		
Depreciation charges	184,024	152,184
Loss/(profit) on disposal of fixed assets	-	1,901
Gains on investments	11,325	(262,493)
Investment income	(76,036)	(105,098)
(Increase)/decrease in stocks	370	916
(Increase)/decrease in debtors	731,590	(781,194)
Increase/(decrease) in creditors	(377,021)	371,954
Increase/(decrease) in provisions	-	(131,879)
Non cash movements in foreign exchange	41,865	(195,940)
Net cash inflow from operating activities	(396,387)	(905,417)

25. Analysis of cash and cash equivalents	2020 £	2019 £
Cash in hand	400,662	328,364
Total cash and cash equivalents	400,662	328,364

26. Analysis of changes in net debt	At 31 March 2019 £	Movement £	At 31 March 2020 £
Cash at bank and in hand	328,364	72,298	400,662
Total	328,364	72,298	400,662

27. Contingent assets

The Born Free Foundation was left an interest in a residential property that is subject to a life tenancy of up to 40 years from 2015. The value of the freehold has not been included in the financial statements as the charity does not control the property and has no entitlement to the underlying value at this time. A valuation will be made when the tenancy expires.