

# KEEP WILD LIFE IN THE WILD

## TRUSTEES' ANNUAL REPORT



**THE BORN FREE FOUNDATION LIMITED  
TRUSTEES' ANNUAL REPORT  
& AUDITED GROUP FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2015**

Charity Number 1070906 Company Number 3603432

The Born Free Foundation is a  
Charitable Company Limited by Guarantee

Photo: M Harvey

**THE BORN FREE FOUNDATION LIMITED**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**THE BORN FREE FOUNDATION LIMITED**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**FOR THE YEAR ENDED 31 MARCH 2015**

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<b>Name</b>	The Born Free Foundation Limited
<b>Status</b>	Born Free is a charitable company limited by guarantee. Its governing document is a Memorandum and Articles of Association
<b>Charity Registration Number</b>	1070906
<b>Company Registration Number</b>	3603432
<b>Principal Office and Registered Address</b>	Broadlands Business Campus, Langhurstwood Road, Horsham, West Sussex, RH12 4QP
<b>Trustees</b>	Michael Reyner (Chair) Adam Batty Zara Boland (appointed 1 <sup>st</sup> February 2015) Rosamund Kidman Cox (retired 11 <sup>th</sup> March 2015) Michael Drake Peter Ellis Virginia McKenna OBE Sue Olsen (appointed 11 <sup>th</sup> March 2015) Jenny Seagrove Ann Wignall (appointed 1 <sup>st</sup> February 2015) David Wynne Morgan Graeme Young (appointed 1 <sup>st</sup> February 2015)
<b>Officers</b>	President: Will Travers OBE Chief Executive: Adam M Roberts Secretary & Treasurer: Brian Bergin ACIS
<b>Advisers:</b>	
<b>Auditor</b>	haysmacintyre, 26 Red Lion Square, London, WC1R 4AG
<b>Bankers</b>	HSBC, 67 West Street, Dorking, Surrey, RH4 1BW
<b>Financial</b>	Shipman Financial Planning, 1 Barnfield Crescent, Exeter, EX1 1QY
<b>Legal</b>	Cooles & Haddock, 14 Carfax, Horsham, RH12 1DZ Eversheds LLP, Ketts House, Station Road, Cambridge, CB1 2JY

## **THE BORN FREE FOUNDATION LIMITED**

### **CHAIR'S INTRODUCTION**

#### **FOR THE YEAR ENDED 31 MARCH 2015**

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It gives me great pleasure to introduce Born Free Foundation's Annual Report, which sets out, for our supporters and the general public, what we have achieved in the past twelve months and our future plans.

2014/5 represented a year of huge progress for the charity on several dimensions. We had a strong year in terms of revenue and, as a result, we were able to raise our expenditure on charitable activities by 22%.

We also completed, on 31<sup>st</sup> January the merger of Born Free Foundation with Care for the Wild, another Horsham-based charity with highly aligned goals and beliefs. Together, we are able to extend our reach and focus even more resources on our important work in wildlife conservation. The merger has gone very well and the combined organisation is operating with passion and purpose.

The merger further strengthened our reserves to an extremely healthy position. We are currently reviewing what proportion of these reserves we can release in the future and exploring opportunities to expand our programmatic work accordingly.

Details of key elements of our exciting work follow later in the report; our impact continues to grow, although the challenges facing wildlife conservation efforts are equally increasingly acute. I would highlight in particular the expansion of our operations in Kenya, the further growth of our rescue centre at Ensessakotteh in Ethiopia, our work to create and drive the Dolphinarium-Free Europe coalition and our efforts to gain political support across the world to tackle the growing crisis of Illegal Wildlife Trade.

I should like, as ever, to thank our staff and our excellent volunteers for their continuing hard work and dedication. Will Travers, our President, and Adam Roberts, our CEO, provide tireless and inspirational leadership. They have been ably supported by their senior team – Alison Hood (Campaigns Director), Anne Tudor (Marketing Director), Shirley Galligan (PR Director), Stephen Chandler (Finance Manager) and Marc Gumbrill (Operations Manager) – who provide first-class leadership. Sadly, we have recently said goodbye to Alison, who after 25 years of dedicated, caring and committed service, has moved to Shropshire for personal reasons. Alison has been with the Born Free Foundation since its very early days and we will miss her passion, comradeship and insight. Brian Bergin, our Secretary and Treasurer, has also decided to retire; he has been an invaluable support to the Trustees and to me through his calm wisdom.

In addition, we are exceptionally fortunate that we have so many long service employees, and that our new recruits, including our new Care for the Wild colleagues have blended in so well in what I am pleased to say is widely regarded as one of the world's leading wildlife charities.

Finally, it has been a year of transition amongst the Trustees. We have said goodbye to Roz Kidman-Cox, who stepped down after 11 years' service; we will miss her wisdom and quiet authority. Meanwhile, we have welcomed three new Trustees from Care for the Wild's Board, Zara Boland, Anne Wignall and Graeme Young and a further new Trustee in Sue Olsen. Together with the management team, we look forward to continuing to drive our work in the coming year.

**Michael Reyner**  
**Chair of Trustees**

## **THE BORN FREE FOUNDATION LIMITED**

### **STRUCTURE GOVERNANCE AND MANAGEMENT**

#### **FOR THE YEAR ENDED 31 MARCH 2015**

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#### STATUS AND OBJECTS

The charity is a company limited by guarantee. Our governing document is a Memorandum & Articles of Association, which dates from 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 2015 there were eleven members.

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 use *ad hoc* working groups, for example on risk management, which progress specific issues and report back to the Board. In June 2013 we set up a Remuneration Committee.

We have overseas branches in Kenya and Ethiopia, a charitable non-profit subsidiary company in South Africa 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

The Board formally set out how it saw its role some years ago and has subsequently periodically reviewed the position. We regularly monitor how we are performing our duties. A formal review of our governance arrangements was last carried out by haysmacintyre in March 2014.

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 President and the Chief Executive Officer. The Board is assisted by a Secretary who advises it on governance generally and a Treasurer who monitors financial matters on its behalf.

The Board receives two formal reports in advance of its meetings – a Quarterly Report that deals with charitable projects and operational matters and a Treasurer's Report that covers financial and related matters.

#### TRUSTEES

One Trustee, Rosamund Kidman Cox, retired during the year.

Three new Trustees joined the Board as a result of the merger with Care for the Wild International, which took place on 31<sup>st</sup> January : Zara Boland, Anne Wignall and Graeme Young. A further Trustee, Sue Olsen ,was appointed on 11<sup>th</sup> March 2015.

When we recruit, we follow a well-established practice. We carry out a skills audit to identify the qualities sought in potential candidates and a Trustee's working group manages the appointment process, reporting to the full Board. We provide new Trustees with a structured induction that includes comprehensive documentation, individual briefings and the opportunity to visit our offices to meet staff.

## **THE BORN FREE FOUNDATION LIMITED**

### **OBJECTIVES & ACTIVITIES**

#### **FOR THE YEAR ENDED 31 MARCH 2015**

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#### OBJECTIVES & ACTIVITIES

The charity's mission is very well described in our formal Objects as set out below:

- To preserve and conserve animal species in their natural habitat on an international basis and to undertake all relevant research activities in connection therewith or ancillary thereto, and to publish the useful results of such research, and to provide relevant educational materials and equipment and other support to communities in areas where preservation and conservation are undertaken
- To prevent all types of cruelty and abuse of animals and wildlife, particularly in zoos and other places where animals are kept in captivity
- To educate the public and to advance the education of natural history, environmental studies, ecology, and resource conservation in industrial, urban, natural and marine environments
- To relieve the suffering of animals of any species which are in need of care and attention and (where appropriate) assist in the provision of improved facilities for the care of animals in captivity

We seek to fulfil our mission in five main ways:

- By conceiving and implementing animal welfare and wildlife conservation projects under our own management
- By supporting such projects managed by other organisations
- By constantly developing our own competencies in animal welfare and wildlife conservation and helping like-minded people to do the same
- By carrying out and financing research to enable us to act as a thought-leader in animal welfare and wildlife conservation to influence public opinion and decision-makers
- By providing educational materials and opportunities for young people and adults in the UK and around the world

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

Our work benefits the many millions of people in the UK and around the world who have a respect for animals in general and wildlife in particular. Through our conservation projects we also benefit the environment which is to everyone's advantage. Our education activities are valued by young people in the UK, and those we undertake in the developing world are of the most direct and practical benefit to young people and their communities. The academic research we sponsor advances our understanding of wildlife and the environment worldwide. The results of our work are freely available to all members of the public via our website and various publications. We also have a large and growing group of active supporters who receive additional communications and play an important role in championing our cause through our Activate and BF-Enews programmes.

In pursuit of our Objects and in order to deliver our vision we have a well-defined campaign structure, refined over the years:

- Marine
- Primate
- Carnivore
- Elephant
- Zoo Check
- Global Initiatives and Education

**THE BORN FREE FOUNDATION LIMITED**

**OBJECTIVES & ACTIVITIES (continued)**

**FOR THE YEAR ENDED 31 MARCH 2015**

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Full details of our activities in these and other areas are set out below.

**Some of the key objectives in the year ended 31 March 2015 and the outcomes of this work include:**

<b>2014/15 Strategic Objectives</b>	<b>2014/15 Strategic Outcomes</b>
To deliver all key objectives as regard to Born Free's portfolio of programmes and campaigns	The Foundation achieved all key objectives with regard to campaigns and programmes, some of which, naturally, are ongoing.
To consolidate the new Executive structure and publicise it to the wider animal welfare and conservation community and beyond	Complete. The CEO, in collaboration with the Board representatives will keep restructuring opportunities under review.
To meet or exceed all relevant operational and departmental targets	Achieved and targets met.
To move office to more suitable facilities following the end of our current lease (October 2014)	The office has relocated to Broadlands Business Campus, Langhurstwood Road, Horsham, West Sussex, RH12 4QP
To review and further develop our Kenya operations to enhance our outputs, efficacy and profile in Kenya and the region	A team is now deployed to the Lion Heritage Project within the Meru Conservation Area; a review of the Predator-Proof Boma Programme has taken place with a view to additional recruitment; ongoing collaboration with KWS both on an operational and strategic level.
To strengthen the Programmes department with strategic recruitment in both animal welfare and conservation disciplines	New experienced staff have been brought into the Programmes Department to strengthen our capacity in both these disciplines.
To complete the redevelopment of Born Free's online trading function and to restructure the main database.	The redevelopment of the online trade function was completed but the merger with Care for the Wild now requires integration of former Care for the Wild data into the dataset.
To begin work to enhance the coordination between and alignment of all global Born Free entities.	Work has commenced with a view to this being further developed in 2015/16

# **THE BORN FREE FOUNDATION LIMITED**

## **STRATEGIC REPORT**

**FOR THE YEAR ENDED 31 MARCH 2015**

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### **Strategic Report**

#### **ACHIEVEMENTS & PERFORMANCE**

The Born Free Foundation continued its consistent, unyielding, and determined campaigns this year to enhance the long-term viability of threatened and endangered species, protect the welfare of individual wild animals suffering in miserable captivity, and rescue animals in need and ensure a humane home for the remainder of their natural lives.

Our effective field conservation efforts spanned the globe, preserving great apes, elephants, lions, rhinos, and other species in Africa; tigers and elephants in Asia; and marine species throughout the world's oceans.

We continue to take on – head on! – those vested interests who profit by the unjustifiable and undignified incarceration of wild animals in captivity: those elephants, polar bears, big cats, and other species who are subjected to an unnatural lifetime of misery in zoos or forced to perform degrading spectacles in circuses, and, increasingly, those marine mammals such as orcas who tortuously languish in cement tanks.

And where there are animals in need – anywhere – who can be rescued from cruel captivity and relocated to one of the wildlife rescue centres we operate or support, we have been there every step of the way. While we can never undo the misery suffered, we certainly can, and do, ensure that every animal in our care has a life worth living in as naturalistic an environment as possible.

In this reporting period, with significant excitement and hope, we have completed a merger with Care for the Wild International that will not only allow the Born Free Foundation to expand its work in all the above areas, but also take on an important profile of work to help wildlife in the United Kingdom: badgers, hares, seals, and others. We have added powerful support with incoming Care for the Wild staff; dedicated supporters; and a portfolio of compassionate endeavours that will enhance our existing work considerably and importantly.

Each activity we undertake is with a view to securing a more compassionate world. And as the year concludes, we can look back with significant pride at our achievements, and hopefulness at the beneficial advancements in animal welfare and wildlife conservation to come.

**Will Travers, OBE**  
**President**

**Adam M Roberts**  
**Chief Executive**



## **THE BORN FREE FOUNDATION LIMITED**

### **STRATEGIC REPORT (continued)**

#### **FOR THE YEAR ENDED 31 MARCH 2015**

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##### CONSERVATION

This year Born Free continued to support Kahuzie Biega National Park's field monitoring programme, working to protect twelve Eastern lowland gorilla groups within the park. Key objectives of this monitoring relate to gorilla identification and health monitoring. The population of these twelve groups has now risen from 147 to 153 individuals, a very positive indication for the park's gorilla population. Born Free's Global Friends Programme has also further reinforced this work by promoting conservation through community development. In January 2015, the programme re-engaged with the Pole Pole Foundation, based near Kahuzie Biega National Park, with the aim of helping to change the way that the children of Anga Primary School see, and value, their indigenous wildlife, including the gorillas.

Working in partnership with the Ethiopian Wildlife Conservation Authority and Save the Elephants, Born Free has provided funding to implement an emergency action plan to halt elephant poaching within Babile Elephant Sanctuary, Ethiopia, home to the most north-easterly population of Elephants in Africa.

The West African giraffe is a species that only survives in viable numbers in Niger, West Africa. In many ways a conservation success story, after a population collapse in the 1990s, it has since increased, thanks to the concerted efforts of government and local communities. This year, Born Free supported the Giraffe Conservation Foundation to develop a Country Profile for the species to help inform future conservation efforts.

Born Free continues to support the work of Orcalab to monitor wild orca off the British Columbia coast. It has been another successful year despite sightings starting a little later than usual. The monitoring takes the form of both remote cameras and hydrophone systems placed at key locations, with an aim to expand the areas covered. The team noted that the families recorded have remained the same over recent years, with very few newcomers visiting the area. Orcalab also attended the 65th meeting of the International Whaling Commission, held in September 2014 in Portoroz, Slovenia, hailing increased engagement between NGOs and the IWT.

Sea Sense, with support from Born Free, implements community-based conservation of endangered marine species and their habitats along the coastline of Tanzania and on Mafia Island. Sea Sense focuses on research, education and capacity development, sustainable livelihoods and leadership and governance. This year, surveys of seagrass habitat were implemented to determine the presence of dugongs. A pilot study of bycatch was conducted to improve understanding of the threats to marine turtles from incidental net captures. Conservation officers conducted daily beach patrols and monitored over 300 green turtle nests. This enabled almost 25,000 hatchlings to safely reach the sea.

Finally this year Born Free marks 20 years of support for the Ethiopian Wolf Conservation Programme, helping Oxford University's Wildlife Conservation Research Unit to protect the world's rarest carnivore, the Ethiopian wolf.

##### CAPTIVITY

Born Free has increased its work to stop the keeping of exotic animals as pets, particularly in the UK. As part of this campaign, an international academic conference on the keeping of primates as pets in the UK was organised and co-hosted in May 2014, which explored the animal welfare and legal dimensions of the issue and various means to bring the practice to an end. This complimented the release of an investigative report into the sale of primates in pet shops in England, highlighting the scale of the trade and the apparent lack of regulation and enforcement. Finally, Born Free committed to a joint campaign on the wider sale of exotic species as pets alongside the Blue Cross, set to launch in 2015.

Born Free has focused determined efforts on the issue of the welfare of wild animals in circuses. The proposed ban on wild animals in travelling circuses in England continues to be stalled, firstly by a "lack of Parliamentary time" in the run-up to the General Election, and subsequently by apparent lack of real commitment from the new Government. The situation in Scotland, Wales and Northern Ireland is equally confused, but Born Free continues to work with campaign partners (including the BVA and RSPCA) to ensure that a ban is implemented as soon as possible.

## **THE BORN FREE FOUNDATION LIMITED**

### **STRATEGIC REPORT (continued)**

#### **FOR THE YEAR ENDED 31 MARCH 2015**

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Born Free's international focus on zoos has included site visits to investigate poor conditions in premises in Sri Lanka, India, South Africa and more; while closer to home Born Free has completed an annual zoo survey and continued to maintain a comprehensive database of all known facilities in Great Britain that are open to the public with captive wild animals. Staff presented on zoo animal welfare issues at two international conferences in the USA, and on captive breeding and animal welfare at a workshop in Beijing, China.

Born Free staff have now been appointed to the newly-formed Wild Animal Welfare Committee for the UK, which serves to provide independent advice and evidence about the welfare of free-living wild animals in the UK, aiming to reduce harm to animals and prevent suffering caused by human activity.

The initiative to promote Born Free's Compassionate Conservation approach, where the welfare of individual animals is central in conservation decision-making, goes from strength to strength and this year has focussed on bringing together Compassionate Conservation 2015, a multidisciplinary conference at the University of British Columbia, Vancouver, Canada in July.

Following the first ever European conference on the captive dolphin industry, hosted by Born Free in 2014, the Dolphinarium-Free Europe coalition was launched within the European parliament in March 2015. The coalition brings together European NGOs, as well as international cetacean experts, who are working together to lobby within Europe to ensure that both European and national legislation is enforced at all dolphinariums in Europe, as well as advocating closure of non-compliant facilities – all to create a Dolphinarium-Free Europe. The coalition also seeks to function as an information tool for the public, with capacity to engage in public awareness, as well as undertaking campaigns against proposed facilities in Europe and working on a strategy for the rehabilitation and retirement of cetaceans to seaside sanctuaries.

#### **RESCUE & CARE**

This year Born Free has continued to provide care for the many big cats rescued from bad captive conditions, illegal ownership or conflict over the years - including: 17 lions in South Africa, Malawi and Ethiopia; 6 leopards in South Africa; 4 tigers in India and 9 cheetah in Ethiopia. Amongst these were two lionesses from Belgium, Maggie and Sonja, rehomed in January 2015. Rescued from a German circus by our friends at Natuurhulpcentrum in Belgium, Born Free was able to offer these two sisters a new life at our big cat rescue centre within Shamwari Game Reserve, South Africa. The sisters will be given the best possible lifetime care in a large naturally vegetated enclosure.

Significantly, in October 2014, Born Free, along with local Italian partners LAV, were able to offer sanctuary to a lioness called Elsa, seized from a Sardinian circus by the Italian authorities and taken to a temporary home at Semproniano Rescue Centre in Tuscany while the Court Case against the circus decides her future. Although her future is uncertain, Born Free and LAV continue to work with the courts to represent the interests of Elsa and the other rescued animals with the hope of securing a permanent confiscation.

Born Free Foundation Ethiopia's Wildlife Rescue, Conservation and Education Centre, Ensessakotteh, successfully released two caracals back to the wild, these were the first caracals rescued by Born Free back in 2012. Also this year the number of hyena at the centre swelled to 6, indicating the increasing and significant conflict between humans and wild hyena in Ethiopia.

Our long-term support for the vital rescue and care work of Animals Asia in China and Vietnam has continued, helping them care for the residents at their specialist sanctuaries for bears rescued from the bear bile trade.

The Zambia Primate Project has continued from strength to strength this year, rescuing individual baboons and vervet monkeys from illegal trade and preparing them for release back to the wild. The project currently boasts a 95% success rate. With continued support from Born Free, both Ngamba Island and Limbe Wildlife Centre have also been able to continue their important work rescuing chimpanzees from trade and illegal ownership.

## **THE BORN FREE FOUNDATION LIMITED**

### **STRATEGIC REPORT (continued)**

#### **FOR THE YEAR ENDED 31 MARCH 2015**

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##### WILDLIFE POLICY

The year saw Born Free continue to widen its policy work, covering three key areas: CITES (Convention on International Trade in Endangered Species) and wildlife trade; CMS (Convention on Migratory Species); and UK campaign work.

In July 2014, Born Free attended the 65th CITES Standing Committee meeting in Geneva, and participated in working groups covering trade in pangolins, Asian big cats, cheetahs and elephants, and disposal of confiscated specimens. Born Free continues to have a significant influence in the ongoing work of these working groups, including the collation of data on pangolin and cheetah trade through questionnaires to parties.

As well as continuing to co-chair the SSN Elephant Working Group, Born Free resurrected the Species Survival Network, Animals in Captivity Working Group in late 2014 in order to promote welfare provisions within the CITES framework. Under Born Free's co-chairship, the group is working on a number of CITES-related welfare issues including live animal confiscation, transport, and the suitability of destination facilities for live animals in trade.

In March 2015 Born Free provided detailed arguments to South Africa's Committee of Inquiry on why attempts to legalise rhino horn trade would be a bad move for rhino conservation. This issue will likely arise again at upcoming CITES meetings, and Born Free will continue working in its own name and as co-chair of the Species Survival Network Rhino Working Group to oppose efforts to legalise rhino horn trade.

Also in March 2015 Born Free attended the Kasane Conference on Illegal Wildlife Trade, having worked closely with the UK and Botswana Governments in the lead-up. This meeting resulted in the Kasane Statement, building on the commitments made by a number of countries at the London Declaration from the previous year and bringing a number of new signatories to the table.

In Europe, Born Free helped establish MEPs for Wildlife, a cross-political group of MEPs committed to tackling wildlife trafficking which was launched at the end of March 2015, also establishing and chairing the NGO advisory group to MEPs for Wildlife, which currently consists of 10 international NGOs. The main purpose of these efforts is to guide the process of establishing and implementing a European Commission's Action Plan on Illegal Wildlife Trade.

In November 2014, Born Free attended the 11th Conference of the Parties to the Convention on Migratory species, and was instrumental in the achievement of an Appendix II listing for polar bears, and the establishment of a Resolution on the Conservation and Management of the African lion, the first time the Convention on Migratory Species has given consideration to the species. Born Free is now working with Hans Bauer and the Convention on Migratory Species Secretariat and Parties to help fulfil the ambitions of the lion Resolution.

Following the merger with Care for the Wild, Born Free has become actively involved in a number of UK wildlife issues, including the Law Commission review of wildlife legislation, the protection of the EU's Habitats and Birds Directives, the protection of badgers against unnecessary and inhumane culls, the establishment of a closed season to protect hares from being shot during their breeding season, and eliminating the shooting of seals by fisheries and aquaculture interests. To this end, Born Free has joined Wildlife and Countryside Link, a coalition of over 40 UK-based organisations committed to protecting and enhancing wildlife and landscape, and is working with a number of additional UK-based coalitions including Team Badger, the Salmon Aquaculture and Seals Working Group, and with HSI UK and the Hare Preservation Trust on hare protection.

##### MARKETING

This year saw the marking and culmination of the Born Free Foundation's 30<sup>th</sup> anniversary with many associated marketing activities and events especially in the UK and Kenya.

A new database with Blackbaud was installed to enable more enhanced Customer Relationship Management initiatives.

Outreach to existing and new supporters has grown via web, social and electronic media and literature. This has resulted in efficient communications and increased financial returns with strong donations to appeals, membership, animal adoptions, legacies and merchandise. The animal adoption scheme was also partly revised and the magazine *Wildlife Times* increased publication to 3 times a year.

## **THE BORN FREE FOUNDATION LIMITED**

### **STRATEGIC REPORT (continued)**

#### **FOR THE YEAR ENDED 31 MARCH 2015**

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The number of individual fundraisers and events rose and provided numerous fundraising awareness opportunities especially the London marathon and The Out of Africa, Eze, Save Wild Tigers gala dinners and the Derby ball.

Corporate partners continue their strong, supportive engagement, notably Thomson Airways and Land Rover whose activities spread globally. Many corporates also supported campaign-related activities and fundraising both internally and externally, particularly around the rescue of the 2 lions Maggie and Sonia and their transportation to Africa with the help of Kenya Airways on the inaugural UK Dreamliner flight along with celebrity Peter Andre.

#### PUBLIC RELATIONS

At the forefront of the campaign for compassionate conservation and wild animal welfare, the Born Free Foundation has created and maintained a robust and dynamic media output throughout the year. Born Free remains one of the preeminent voices in wildlife, and a 'first call' for the media on a wide range of issues. Our 'will and can do' attitude, expertise and diversity have enabled us to place numerous pieces explaining our important project and rescue work across the media spectrum: and with our expert voices and celebrity support we continue to punch well above our weight.

Whether we are working on high-level political issues in the British or European Parliament, negotiating at CITES, supporting anti-poaching patrols in situ, or rescuing a wild animal from oblivion, the charity is seen as a leading voice of reason and a relevant proponent of conscience.

With important stories taken up by influential titles, such as the BBC, The Times and Newsweek we have maintained our global prominence. Our influence and position in the media has always been a vital and important part of the charity's work.

There have been many media highlights throughout the year, for example:

The relocation of two lions (Maggie and Sonja) from Belgium to Shamwari using Land Rovers for road transits, and the inaugural flight of Kenyan Airways' Dreamliner from London to Johannesburg. With the celebrity support of Peter Andre and three million Twitter feeds we achieved notable national and pan-African coverage

Pan-Asian coverage was achieved with Danielle Lineker who made a special trip to India to highlight the plight of the tiger, a visit sponsored by Hello Magazine and extensively covered by the Times of India. Through this trip Born Free made contacts with the TajGroup, the start of an on-going relationship

Nurturing our close relationship with Rawcut Productions we have gained access to an unprecedented degree of video expertise and professionalism. They continue to conserve our archive and supported us with the provision of cameramen to document many of our most important stories.

The moving story of Tom and Misha's epic journey "Back to the Blue" which has featured prominently in National Geographic, and their film received thousands of hits on You Tube.

Their stories and lives have the power to move and change the tide of public opinion. Working with a strong media to proudly tell their stories we have the power to change the lives of wild animals for the better.

#### SUPPORTER SERVICES & ADMINISTRATION

The supporter services and administration section has continued to provide customer facing assistance in a timely and efficient manner throughout the year, working closely with the Marketing department on activities such as appeals, and updating memberships and adoptions. To enhance this area a new Customer Management System, Raiser's Edge provided by Blackbaud Inc., was introduced in November 2014. This system provides Born Free with a greater degree of customer detail and the ability to target supporters by specific campaign.

In October 2014 Born Free moved to its new premises at Broadlands Business Campus, Horsham. The new site, providing an additional 4,000 square feet of space over the old Grove House accommodation, is situated in a purpose built 'head office' complex complete with cafeteria, landscaped gardens and dedicated parking. This facility provides Born Free with a venue to host strategic partners and corporate supporters to a far higher level than at Grove House and will accommodate the organisation for the next ten years.

## THE BORN FREE FOUNDATION LIMITED

### STRATEGIC REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2015

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On 31<sup>st</sup> January 2015 The Born Free Foundation merged with Care For The Wild, another charity also based in Horsham that focuses on UK native species. The process of integrating the two teams started immediately with the CFTW staff moving into Broadlands and their programmes and projects being assimilated with Born Free's. While some employment contract differences remain the two teams have come together well in a short space of time to create a new unified force for the future.

#### FINANCIAL REVIEW

We delivered another good revenue performance in 2014/5. Total income was £3.8m, including £0.1m from 2 months' revenue from Care for the Wild. Performance was good across our different types of revenue, especially adoptions, and we continue to benefit from a broad range of income streams.

We gained £1.3m of net assets from the Care for the Wild merger, principally an investments portfolio (£0.7m) and an office property. In addition, our combined investments performed well with gains of over £0.3m. As a result, our net assets now stand at £6.0m and our unrestricted reserves at £4.5m.

Given our strong revenue performance, we increased our expenditure to £4.0m, with resources devoted to charitable activities rising by 22% to £2.9m. We recorded a modest deficit for the year of £253k, in line with our plans; we were happy to do this, given the healthy level of our reserves. Full details of project expenditure are set out in the Statement of Financial Activities and in the Strategic Report (Achievements & Performance).

As a result of the Care for the Wild merger, and our strong underlying performance, our net assets now stand at £6.0m and our unrestricted reserves at £4.5m. Our policy has been that, having regard to our significant long-term obligations (e.g. for animals in sanctuaries), we should maintain Reserves of about £4m, but we have launched a review of our long term obligations (in light of the Care for the Wild merger) to re-confirm what continuing reserve level is appropriate. We shall not hesitate to reallocate further funds to charitable projects if we can do so prudently.

Our investment portfolio is now valued at just over £3.7m. We now have 3 investment managers, so shall look to review our arrangements with a view to reducing costs and to ensure our ethical criteria are consistently applied. In monitoring the performance of our appointed fund managers we use individual benchmarks, reflecting our asset allocation policy. As we have very specific constraints regarding ethical investments we accept that sometimes we may sacrifice the possibility of maximising gains (for example we will not invest in businesses that test their products on animals, such as cigarette manufacturers, or cause significant environmental damage, such as mining companies), so our core aim is to achieve a better return than we could through simply using cash deposits. We received reports from the ethical analysts we retain and remain satisfied with our holdings but keep the position under active review

We also now find ourselves with several properties, a cottage on Skye donated some years ago and used for holiday lets; Care for the Wild's offices now vacant; and a house in Devon that came to us as a legacy and which has a sitting tenant. Long term, we hope to realise some or all of these assets and, since the year-end, have worked to sell the former Care for the Wild offices.

# THE BORN FREE FOUNDATION LIMITED

## STRATEGIC REPORT (continued)

### FOR THE YEAR ENDED 31 MARCH 2015

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#### Plans for the Future

<b>2015/16 Strategic Objectives</b>
To deliver all key objectives as regard to Born Free's portfolio of programmes and campaigns.
To complete the integration of Care for the Wild activities across all key activities including campaigns, marketing, fund-raising, communications and administration.
To officially open the new Education Centre at Ensessakotteh, Ethiopia.
To undertake all work necessary to overhaul and, where appropriate, redesign the Born Free websites to create a global platform.
To begin long-term preparation for CITES 2016 including at a species level, country level (capacity-building) and at a strategic advocacy level.
To work with the Chairs of Born Free USA and Born Free Foundation to determine how Born Free as a global entity should function.
To register Born Free Sri Lanka with the relevant authorities.
To support and enhance Born Free's influence within the EU both at a Parliamentary and Commission level across key initiatives including captivity, tourism and wildlife trafficking.
To deliver enhanced marketing and PR objectives as set out in the Annual Plan.
To integrate financial systems and subsequent management of the Born Free Foundation (now combined with Care or the Wild).

#### RISK MANAGEMENT

Our philosophy on risk management is well-established and has been steadily refined.

We have a formal policy and processes. A Risks 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.

The whole situation is reviewed annually by a Risk Management Working Group comprising Trustees and members of the Executive.

We can confirm that the major risks to which the charity is exposed, as identified by the Trustees, have been reviewed and systems have been established to mitigate those risks.

## **THE BORN FREE FOUNDATION LIMITED**

### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

#### **FOR THE YEAR ENDED 31 MARCH 2015**

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Under the Charities Act 2011 and the Companies Act 2006, the Trustees are required to prepare a Report and financial statements in accordance with applicable law and 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 Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing those accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the accounts on a 'going concern' basis unless it is inappropriate to presume that the company will continue its operations.

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006 and the regulations under the Charities Act 2011. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This Report was approved by the Trustees on 9 December 2015 and signed on their behalf by

**Michael Reyner**  
**Trustee**

## **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BORN FREE FOUNDATION LIMITED**

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We have audited the financial statements of The Born Free Foundation for the year ended 31 March 2015 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement set out on page 13, 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.

We have been appointed auditor under the Companies Act 2006. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2015 and of the group's and the parent charitable company's incoming resources and application of resources, including the group's and the parent 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.

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' Report incorporating the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Matters on which we are required to report by exception**

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

- the 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.

**Murtaza Jessa, Senior Statutory Auditor  
for and on behalf of haysmacintyre, Statutory Auditors**

**26 Red Lion Square  
London  
WC1R 4AG**

**Dated 9 December 2015**

haysmacintyre is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



**THE BORN FREE FOUNDATION LIMITED**

**GROUP STATEMENTS OF FINANCIAL ACTIVITIES**

**(Incorporating the Income & Expenditure Account and the Statement of Total Recognised Gains and Losses)**

**FOR THE YEAR ENDED 31 MARCH 2015**

	Note	Unrestricted Funds £	Restricted Funds £	2015 £	2014 £
<b>INCOMING RESOURCES</b>					
<b>Incoming resources from generated funds</b>					
Voluntary income					
Donations	4	1,334,236	103,954	1,438,190	1,572,360
Legacies		883,647	-	883,647	1,006,190
Tax received		157,951	-	157,951	147,070
Membership base subscription		102,245	-	102,245	121,810
Membership subscriptions to specific projects	4	-	121,168	121,168	70,623
Adoptions	4	9,744	401,291	411,035	312,653
Activities for generating funds					
Events, lotteries and other activities		431,976	-	431,976	294,278
Trading income of subsidiary undertaking	15	118,004	-	118,004	112,419
Royalties		11,898	-	11,898	16,725
Investment income	3	88,537	-	88,537	79,908
Other income		19,907	-	19,907	27,747
<b>Total incoming resources</b>		<b>3,158,145</b>	<b>626,413</b>	<b>3,784,558</b>	<b>3,761,783</b>
<b>RESOURCES EXPENDED</b>					
<b>Cost of generating funds</b>					
Cost of generating voluntary income					
Donations		98,334	-	98,334	85,108
Legacies		9,314	-	9,314	8,214
Membership subscriptions		103,431	-	103,431	87,910
Fundraising and publicity		799,882	-	799,882	634,454
Cost of subsidiary trading company		91,149	-	91,149	94,725
Investment management costs		25,483	-	25,483	23,411
<b>Charitable activities</b>					
Zoocheck		-	290,870	290,870	256,433
Elephants		-	245,219	245,219	246,166
Bears		-	31,552	31,552	7,943
Wolves		-	46,209	46,209	209,288
Big cats		-	895,646	895,646	601,159
Primates		-	267,407	267,407	324,047
Marine		-	57,724	57,724	42,340
Information services and education		-	528,263	528,263	399,893
Other projects		-	495,475	495,475	251,076
<b>Governance</b>	7	51,026	-	51,026	25,570
<b>Other resources expended</b>					
Taxation	8	160	-	160	40
<b>Total resources expended</b>	5	<b>1,178,779</b>	<b>2,858,365</b>	<b>4,037,144</b>	<b>3,297,777</b>

**THE BORN FREE FOUNDATION LIMITED**

**GROUP STATEMENTS OF FINANCIAL ACTIVITIES (continued)**  
**(Incorporating the Income & Expenditure Account and the Statement of Total Recognised Gains and Losses)**

**FOR THE YEAR ENDED 31 MARCH 2015**

	Note	Unrestricted Funds £	Restricted Funds £	2015 £	2014 £
<b>Net incoming/(outgoing) resources before transfers</b>	2	1,979,366	(2,231,952)	(252,586)	464,006
Transfers between funds	22,23	(2,214,864)	2,214,864	-	-
<b>Net income/(outgoings) for the year</b>		(235,498)	(17,088)	(252,586)	464,006
Net assets transferred from merger	4, 15	1,159,471	134,707	1,294,178	-
Foreign exchange differences on restatement of foreign currency opening reserves		6,954	-	6,954	(7,794)
Gains on investment assets		315,704	-	315,704	92,501
<b>Net movement in funds</b>		1,246,631	117,619	1,364,250	548,713
Funds at 1 April 2014		4,463,679	143,159	4,606,838	4,058,125
Funds at 31 March 2015	20	5,710,310	260,778	5,971,088	4,606,838

There were no other recognised gains and losses other than those stated above.

The accompanying notes form part of these accounts.

## GROUP BALANCE SHEET

AS AT 31 MARCH 2015

	Note	2015		2014	
		£	£	£	£
<b>FIXED ASSETS</b>					
Intangible fixed assets	10		1		1
Tangible fixed assets	11		1,194,396		448,409
Investment property	12		175,000		175,000
Investments	13		3,717,989		2,685,466
			<u>5,087,386</u>		<u>3,308,876</u>
<b>CURRENT ASSETS</b>					
Stocks		24,883		21,159	
Debtors	16	431,961		306,195	
Cash at bank and in hand		951,441		1,480,192	
		<u>1,408,285</u>		<u>1,807,546</u>	
<b>CREDITORS:</b> amounts falling due within one year	17	(230,623)		(199,611)	
			<u>1,177,662</u>		<u>1,607,935</u>
<b>NET CURRENT ASSETS</b>					
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
			<u>6,265,048</u>		<u>4,916,811</u>
Provision for liabilities	18		(293,960)		(309,973)
			<u>5,971,088</u>		<u>4,606,838</u>
<b>FUNDS</b>					
<b>Unrestricted funds</b>					
General			5,710,293		4,463,662
Minority interests			17		17
	23		<u>5,710,310</u>		<u>4,463,679</u>
<b>Restricted funds</b>	22		260,778		143,159
			<u>5,971,088</u>		<u>4,606,838</u>

The financial statements were approved and authorised for issue by the Trustees on 9 December 2015 and were signed on their behalf by:

**Michael Reyner**  
Trustee

The accompanying notes form part of these accounts.

## COMPANY BALANCE SHEET

AS AT 31 MARCH 2015

	Note	2015		2014	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	11		785,514		448,239
Investments	13		3,033,093		2,685,466
Investment property	12		175,000		175,000
Investment in subsidiary	14		2		2
			<u>3,993,609</u>		<u>3,308,707</u>
<b>CURRENT ASSETS</b>					
Debtors	16	416,907		305,186	
Cash at bank and in hand		705,427		1,448,191	
			<u>1,122,334</u>		<u>1,753,377</u>
<b>CREDITORS: amounts falling due within one year</b>	17	<u>(117,490)</u>		<u>(166,844)</u>	
<b>NET CURRENT ASSETS</b>			<u>1,004,844</u>		<u>1,586,533</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>4,998,453</u>		<u>4,895,240</u>
Provision for liabilities	18		(293,960)		(309,973)
			<u>4,704,493</u>		<u>4,585,267</u>
<b>FUNDS</b>					
Unrestricted funds	23		4,587,889		4,442,108
Restricted funds	22		116,604		143,159
			<u>4,704,493</u>		<u>4,585,267</u>

The financial statements were approved and authorised for issue by the Trustees on 9 December 2015 and were signed on their behalf by:

**Michael Reyner**  
Trustee

The accompanying notes form part of these accounts.

**THE BORN FREE FOUNDATION LIMITED**

**GROUP CASH FLOW STATEMENT**

**FOR THE YEAR ENDED 31 MARCH 2015**

	<b>2015</b>	<b>2014</b>		
	<b>£</b>	<b>£</b>		
<b>Reconciliation of net incoming resources to net cash flow from operating activities</b>				
Net income for the year	1,041,592	464,006		
Taxation	(160)	(40)		
Depreciation	112,275	48,982		
Decrease in stock	(3,724)	4,811		
(Increase)/Decrease in debtors	(125,766)	(114,445)		
Increase/(decrease) in creditors	31,012	(124,983)		
(Decrease)/increase in provisions	(16,013)	11,110		
Investment income	(88,537)	(79,908)		
Exchange adjustments in tangible fixed assets	(2,030)	(4,051)		
Foreign currency opening reserves	6,954	-		
	<u>955,603</u>	<u>205,482</u>		
<b>Net cash inflow from operating activities</b>	<b>955,603</b>	<b>205,482</b>		
<b>Returns on investments and servicing of finance</b>				
Investment income received	88,537	79,908		
<b>Taxation</b>	<u>160</u>	<u>40</u>		
	<u>1,044,300</u>	<u>285,430</u>		
<b>Capital expenditure and financial investment</b>				
Payments to acquire tangible fixed assets	(445,935)	(183,979)		
Payments to acquire investments	(341,017)	(246,587)		
Investments obtained on acquisition of subsidiary	(664,666)	-		
Tangible fixed assets obtained on acquisition of subsidiary	(410,297)	-		
Receipts from sale of investments	288,864	197,208		
	<u>(1,573,051)</u>	<u>(233,358)</u>		
<b>(Decrease)/increase in cash</b>	<u>(528,751)</u>	<u>52,072</u>		
<b>Analysis of changes in net funds</b>				
	<b>Balance at</b>	<b>Cash</b>	<b>Other</b>	<b>Balance at</b>
	<b>1 April 2014</b>	<b>Flows</b>	<b>Changes</b>	<b>31 March 2015</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Cash at bank and in hand	1,480,192	(528,751)	-	951,441
Fixed asset investments	2,685,466	52,153	980,370	3,717,989
	<u>4,165,658</u>	<u>(476,598)</u>	<u>980,370</u>	<u>4,669,430</u>

**THE BORN FREE FOUNDATION LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**1. ACCOUNTING POLICIES**

**Basis of accounting**

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" published in March 2005 and applicable accounting standards.

**Basis of consolidation**

The Group Statement of Financial Activities (SOFA) and Group Balance Sheet consolidate the financial statements of the Foundation and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line-by-line basis.

The Foundation has taken advantage of the Large and Medium sized Companies and Groups (Accounts and Reports) Regulation 2008, Schedule 1 Part 1 and adapted the Companies Act formats to reflect the special nature of the Foundation's activities. No separate SOFA or Income and Expenditure Account have been presented for the Foundation alone as permitted by section 408(3) of the Companies Act 2006 and paragraph 397 of the SORP.

**Tangible fixed assets**

Tangible fixed assets are recorded at cost or, in cases where fixed assets have been donated to The Born Free Foundation Limited, at valuation at the time of acquisition.

**Depreciation**

Depreciation has been provided at the following rates in order to write down the cost or valuation, less estimated residual value, of all tangible fixed assets over their expected useful lives. Assets in the course of construction are not depreciated until they are completed.

Freehold property	50 years straight line
Leasehold premises	20 years straight line
Plant and office equipment	25% per annum reducing balance
Educational and fundraising vehicles	25% per annum reducing balance
Furniture and equipment	25% per annum reducing balance
Computer equipment	33% per annum straight line

**Incoming resources**

All incoming resources are included in the SOFA when the Foundation is legally entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

Voluntary income: Voluntary income including legacies represents amounts receivable and recorded at offices and projects during the year. Membership and adoption income is recognised in the financial statements when it is received.

Investment income: Investment income is recognised in the financial statements when it is receivable.

Activities for generating funds comprises amounts receivable during the year.

**Resources expended**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources.

Fundraising expenditure represents the direct costs of fundraising and general publicity for the Foundation and includes the salaries and other direct costs of fundraising and publicity staff.

Governance costs are those costs associated with the governance arrangements of the Foundation as opposed to those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic as opposed to day-to-day management of the Foundation's activities.

# THE BORN FREE FOUNDATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (continued)

### FOR THE YEAR ENDED 31 MARCH 2015

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#### 1. ACCOUNTING POLICIES (continued)

##### Resources expended (continued)

Support costs, which include the central office functions, are allocated across the categories of charitable expenditure, governance costs and costs of generating funds. The basis of the cost allocation has been explained in note 6 to the financial statements.

##### Investments

Investments in subsidiaries are stated at cost less provision for any impairment.

Investments listed on a recognised stock exchange are included in the balance sheet market value. Investments sold are revalued to market value at the date of sale. The change in the value of investments is reflected in the SOFA.

##### Investment property

The investment property is stated at market value at the balance sheet date in accordance with the Statement of Recommended Practice. Any surplus or deficit arising on the revaluation is taken directly to the fund as an unrealised gain or loss. No depreciation is charged on the investment property.

##### Value added tax

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

##### Leased assets

All leases are regarded as operating leases and the payments made under them are charged to the SOFA on a straight line basis over the lease term.

##### Stocks

Stocks are consistently valued at the lower of cost and net realisable value less provision for slow moving items.

##### Pensions

The Foundation operates a defined contribution pension plan. Contributions are charged to the SOFA as they become payable.

##### Branches of the Born Free Foundation Limited

The branches produce audited branch financial statements to 31 March or 31 December each year. The financial statements are incorporated into the main financial statements at the year end to produce the financial statements for the group.

##### Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the SOFA.

#### 2. NET INCOMING RESOURCES BEFORE TRANSFERS

	2015	2014
	£	£
Depreciation	112,276	48,983
Auditor's remuneration - audit fees (inc CftW: £10,800 (2014: £nil))	28,360	16,800
- other fees (merger related due diligence)	12,800	-
Costs of branch audit	1,241	675
	<u>154,677</u>	<u>66,458</u>

**THE BORN FREE FOUNDATION LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2015**

<b>3. INVESTMENT INCOME</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>2015 £</b>	<b>2014 £</b>	
Dividend income	83,333	-	83,333	75,670	
Interest received	5,204	-	5,204	4,238	
	<u>88,537</u>	<u>-</u>	<u>88,537</u>	<u>79,908</u>	
<b>4. RESTRICTED INCOME INCLUDING MERGER</b>	<b>Restricted Donations £</b>	<b>Member Plus Contributions £</b>	<b>Adoptions £</b>	<b>2015 £</b>	<b>2014 £</b>
Zoocheck	29,743	15,418	-	45,161	28,307
Elephants	75,922	19,767	113,262	208,951	169,392
Bears	2,358	13,160	29,407	44,925	28,346
Wolves	22,191	11,735	8,671	42,597	47,436
Big cats	62,131	26,426	166,230	254,787	256,288
Primates	33,092	12,432	33,249	78,773	181,024
Marine	8,632	11,825	16,693	37,150	23,000
Information services and education	4,514	10,405	138	15,057	9,185
Other projects	78	-	33,641	33,719	24,970
	<u>238,661</u>	<u>121,168</u>	<u>401,291</u>	<u>761,120</u>	<u>767,948</u>
<b>5. RESOURCES EXPENDED</b>	<b>Grant Funding Activities £</b>	<b>Activities Undertaken Directly £</b>	<b>Support Costs £</b>	<b>2015 £</b>	<b>2014 £</b>
<b>Cost of generating funds</b>					
Cost of generating voluntary income					
Donations	-	49,964	48,370	98,334	85,108
Legacies	-	7,590	1,724	9,314	8,214
Membership subscriptions	-	55,088	48,343	103,431	87,910
Fundraising and publicity	-	681,930	117,952	799,882	634,454
Cost of subsidiary trading company	-	80,680	10,469	91,149	94,725
Investment management costs	-	25,483	-	25,483	23,411
<b>Charitable activities</b>					
Zoocheck	4,638	238,480	47,752	290,870	256,433
Elephants	124,832	73,427	46,960	245,219	246,166
Bears	27,698	1,710	2,144	31,552	7,943
Wolves	600	29,038	16,571	46,209	209,288
Big cats	286,437	380,154	229,055	895,646	601,159
Primates	133,723	96,806	36,878	267,407	324,047
Marine	36,718	12,174	8,832	57,724	42,340
Information services and education	23,451	289,563	215,249	528,263	399,893
Other projects	241,235	199,896	54,344	495,475	251,076
<b>Governance</b>	-	49,858	1,168	51,026	25,570
<b>Other resources expended</b>					
Taxation	-	160	-	160	40
	<u>879,332</u>	<u>2,272,001</u>	<u>885,811</u>	<u>4,037,144</u>	<u>3,297,777</u>



**THE BORN FREE FOUNDATION LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2015**

**5. RESOURCES EXPENDED (continued)**

Included within grants funding of activities are grants to individuals of £13,003 (2014: £1,462). All remaining grants were made to institutions. £161,598 (2014: £157,890) was paid to Oxford University including £82,500 (2014: £82,508) for Ethiopian Wolf Conservation. There is a remaining commitment of £293,960 (2014: £299,973) to fund the Bill Travers Chair, Ethiopian Wolf Conservation and the Central Lion Project.

**6. ANALYSIS OF SUPPORT COSTS**

	Property £	General support Salaries £	Finance, IT and general office costs £	Other support costs £	2015 £	2014 £
<b>Cost of generating funds</b>						
Cost of generating voluntary income						
Donations	2,379	21,247	23,266	1,478	48,370	38,031
Legacies	21	257	1,243	203	1,724	908
Membership subscriptions	2,620	28,341	17,133	249	48,343	36,710
Fundraising and publicity	3,758	39,938	73,196	1,060	117,952	87,817
Cost of subsidiary trading company	714	6,805	2,950	-	10,469	6,555
<b>Charitable activities</b>						
Zoocheck	619	6,805	40,218	110	47,752	35,804
Elephants	1,150	20,409	17,910	7,491	46,960	29,154
Bears	45	461	1,494	144	2,144	1,249
Wolves	754	7,711	8,001	105	16,571	15,392
Big cats	4,478	109,084	62,631	52,862	229,055	78,831
Primates	1,326	14,033	21,264	255	36,878	39,592
Marine	346	4,015	4,365	106	8,832	5,227
Information services and education	3,919	146,228	25,335	39,767	215,249	190,976
Other projects	1,987	26,396	22,053	3,908	54,344	25,243
<b>Governance</b>	45	710	413	-	1,168	-
<b>Total support costs</b>	<u>24,161</u>	<u>432,440</u>	<u>321,472</u>	<u>107,738</u>	<u>885,811</u>	<u>591,489</u>

Support costs have been allocated based on estimated staff time spent on the activities of the Foundation.

**7. GOVERNANCE**

	2015 £	2014 £
Governance costs are made up of the following:		
External audit	29,601	16,800
Internal staff costs	21,425	8,770
	<u>51,026</u>	<u>25,570</u>

**THE BORN FREE FOUNDATION LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2015**

**8. TAXATION**

The Born Free Foundation Limited is a registered charity and is thus exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. Corporation tax of £160 is due by Born Free Trading Limited, a wholly owned subsidiary (2014: £40)

**9. TRUSTEES, DIRECTORS AND EMPLOYEES**

	<b>2015</b>	<b>2014</b>
	<b>£</b>	<b>£</b>
Staff costs were as follows:		
Wages and salaries	1,305,752	1,099,421
Social security costs	107,032	102,755
Pension costs	50,640	49,403
	<u>1,463,464</u>	<u>1,251,579</u>

The Trustees' remuneration was £ Nil (2014: £Nil).

2 (2014: 2) Trustees received reimbursement for travel expenses amounting to £ 526 (2014: £430).

2 Employees' emoluments for the year exceeded £60,000 (2014: 3).

The average number of staff employed by the Foundation during the year was as follows:

	<b>2015</b>	<b>2014</b>
	<b>Number</b>	<b>Number</b>
Charitable projects	20	19
Information services and education	4	3
Fundraising and publicity	9	7
Member and support services	5	5
Governance	1	1
Kenya branch	16	9
Ethiopia branch	5	3
Unpaid part time volunteers	6	10
	<u>66</u>	<u>57</u>

Of the non-voluntary staff, 10 (2014:10) are employed on a part time basis. In Ethiopia the charity also has locally contracted staff involved in its activities whose numbers can vary significantly from time to time according to project progress. At 31 March 2015 they numbered 38 (2014: 41).

**10. INTANGIBLE FIXED ASSETS**

	<b>Group</b>	<b>Company</b>
	<b>£</b>	<b>£</b>
<b>Costs - film rights</b>		
At beginning of year	1	-
	<u>1</u>	<u>-</u>
<b>Net book value at 31 March 2015</b>	<u>1</u>	<u>-</u>
	<u>1</u>	<u>-</u>
Net book value at 31 March 2014	1	-
	<u>1</u>	<u>-</u>

**THE BORN FREE FOUNDATION LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2015**

**11. TANGIBLE FIXED ASSETS**

<b>GROUP</b>	<b>Asset in the course of construction £</b>	<b>Freehold property £</b>	<b>Leasehold premises £</b>	<b>Plant and office equipment £</b>	<b>Educational and fundraising £</b>	<b>Furniture and equipment £</b>	<b>Computer equipment £</b>	<b>Total £</b>
<b>Cost</b>								
At 1 April 2014	259,184	-	24,768	93,193	194,811	54,142	203,360	829,458
Additions	80,634	-	101,713	8,709	177,920	3,251	73,708	445,935
Subsidiary acquisition	-	443,202	-	110,181	-	-	-	553,383
Disposals	-	-	-	(10,000)	-	-	(72,830)	(82,830)
Exchange adj	-	-	-	235	4,721	545	403	5,904
At 31 March 2015	<u>339,818</u>	<u>443,202</u>	<u>126,481</u>	<u>202,318</u>	<u>377,452</u>	<u>57,938</u>	<u>204,641</u>	<u>1,751,850</u>
<b>Depreciation</b>								
At 1 April 2014	-	-	2,476	73,299	116,920	38,628	149,726	381,049
Subsidiary acquisition	-	35,703	-	107,383	-	-	-	143,086
Charge for the year	-	1,477	7,173	6,293	55,511	4,763	37,058	112,275
Disposals	-	-	-	(10,000)	-	-	(72,830)	(82,830)
Exchange adj	-	-	-	106	3,169	260	339	3,874
At 31 March 2015	<u>-</u>	<u>37,180</u>	<u>9,649</u>	<u>177,081</u>	<u>175,600</u>	<u>43,651</u>	<u>114,293</u>	<u>557,454</u>
<b>Net book value</b>								
At 31 March 2015	<u>339,818</u>	<u>406,022</u>	<u>116,832</u>	<u>25,237</u>	<u>201,852</u>	<u>14,287</u>	<u>90,348</u>	<u>1,194,396</u>
At 31 March 2014	<u>259,184</u>	<u>-</u>	<u>22,292</u>	<u>19,894</u>	<u>77,891</u>	<u>15,514</u>	<u>53,634</u>	<u>448,409</u>
<b>COMPANY</b>								
<b>Cost</b>								
At 1 April 2014	259,184	-	24,768	90,842	194,811	53,342	202,648	825,595
Additions	80,634	-	101,713	8,543	177,920	3,251	73,708	445,769
Disposals	-	-	-	(10,000)	-	-	(72,830)	(82,830)
Exchange adj	-	-	-	235	4,721	545	403	5,904
At 31 March 2015	<u>339,818</u>	<u>-</u>	<u>126,481</u>	<u>89,620</u>	<u>377,452</u>	<u>57,138</u>	<u>203,929</u>	<u>1,194,438</u>
<b>Depreciation</b>								
At 1 April 2014	-	-	2,476	71,008	116,920	37,873	149,079	377,356
Charge for the year	-	-	7,173	6,046	55,511	4,752	37,042	110,524
Disposals	-	-	-	(10,000)	-	-	(72,830)	(82,830)
Exchange adj	-	-	-	106	3,169	260	339	3,874
At 31 March 2015	<u>-</u>	<u>-</u>	<u>9,649</u>	<u>67,160</u>	<u>175,600</u>	<u>42,885</u>	<u>113,630</u>	<u>408,924</u>
<b>Net book value</b>								
At 31 March 2015	<u>339,818</u>	<u>-</u>	<u>116,832</u>	<u>22,460</u>	<u>201,852</u>	<u>14,253</u>	<u>90,299</u>	<u>785,514</u>
At 31 March 2014	<u>259,184</u>	<u>-</u>	<u>22,292</u>	<u>19,834</u>	<u>77,891</u>	<u>15,469</u>	<u>53,569</u>	<u>448,239</u>

**THE BORN FREE FOUNDATION LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2015**

12. INVESTMENT PROPERTY	Group		Company	
	2015 £	2014 £	2015 £	2014 £
Investment property	175,000	175,000	175,000	175,000

The freehold investment property was valued by the Trustees on 31 March 2015 at £175,000.

13. FIXED ASSET INVESTMENTS	Group		Company	
	2015 £	2014 £	2015 £	2014 £
<b>All investments are held within the UK</b>				
At 1 April 2014	2,685,466	2,543,278	2,685,466	2,543,278
Additions	1,005,683	246,896	334,771	246,896
Disposals at market value	(288,864)	(197,209)	(279,454)	(197,209)
Change in market value	315,704	92,501	292,310	92,501
Market value at 31 March 2015	3,717,989	2,685,466	3,033,093	2,685,466
Historical cost at 31 March 2015	2,786,297	2,003,371	2,214,108	2,003,371

14. INVESTMENT IN SUBSIDIARY UNDERTAKING	Company £
Cost at beginning and end of year	2

**15. SUBSIDIARY UNDERTAKINGS**

At the beginning of the year, the Foundation held three subsidiaries, two of which are incorporated in England & Wales with the third registered in South Africa. Born Free Trading Limited makes gift aid payments out of profits to The Born Free Foundation Limited. Born Free Films Limited is a dormant company. Born Free Foundation South Africa has been set up predominantly to receive sponsorship for fundraising events to be held in South Africa.

On 31<sup>st</sup> January 2015, the Foundation merged with another charitable company – Care for the Wild International. It is registered as a charity in England & Wales. Its main activity is to protect wildlife and its habitat through campaigns, research and education. The net assets of the charity at the date of acquisition were £1,294,178 and this is included in the SOFA as Other Voluntary Income.

Name	Nature of business	Type of share	Holding
Born Free Foundation South Africa	Fundraising for Born Free Foundation	-	100%
Born Free Trading Limited	Sale of Born Free merchandise and services	Ordinary	100%
Born Free Films Limited	Film Development	Ordinary	83%
Care for the Wild International	Conservation and welfare of wildlife	-	100%

The financial statements of the trading subsidiary companies are prepared to 31 March each year and the results of the companies are consolidated into these financial statements on a line by line basis and are summarised below:

**THE BORN FREE FOUNDATION LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2015**

<b>15. SUBSIDIARY UNDERTAKINGS (continued)</b>	<b>Care for The Wild £</b>	<b>Born Free Foundation South Africa £</b>	<b>Born Free Trading Limited £</b>	<b>Born Free Films Limited £</b>	<b>Total £</b>
Turnover/Income	83,029	-	114,798	-	197,827
Cost of sales	(633)	-	(66,523)	-	(67,156)
<b>Gross profit</b>	<u>82,396</u>	<u>-</u>	<u>48,275</u>	<u>-</u>	<u>130,671</u>
Resources expended	(132,140)	-	-	-	(132,140)
Administrative expenses	-	(59)	(47,527)	-	(47,586)
Interest receivable	-	134	-	-	134
<b>(Deficit)/surplus on activities before taxation</b>	<u>(49,744)</u>	<u>75</u>	<u>748</u>	<u>-</u>	<u>(48,921)</u>
Corporation tax	-	-	(160)	-	(160)
<b>(Deficit)/surplus retained in the subsidiary</b>	<u>(49,744)</u>	<u>75</u>	<u>588</u>	<u>-</u>	<u>(49,081)</u>
<b>Net assets at 31 March 2015</b>	<u><u>1,244,434</u></u>	<u><u>2,440</u></u>	<u><u>30,548</u></u>	<u><u>(2,739)</u></u>	<u><u>1,280,161</u></u>

<b>16. DEBTORS</b>	<b>Group</b>		<b>Company</b>	
	<b>2015 £</b>	<b>2014 £</b>	<b>2015 £</b>	<b>2014 £</b>
Other debtors	57,654	102,160	30,921	73,196
Amounts owed by group undertakings	-	-	24,802	31,501
Prepayments and accrued income	374,307	204,035	361,184	200,489
	<u>431,961</u>	<u>306,195</u>	<u>416,907</u>	<u>305,186</u>

Prepayments and accrued income includes £Nil (2014: £6,600) with regard to legacies receivable which have not yet been received.

<b>17. CREDITORS: amounts falling due within one year</b>	<b>Group</b>		<b>Company</b>	
	<b>2015 £</b>	<b>2014 £</b>	<b>2015 £</b>	<b>2014 £</b>
Trade creditors	96,824	77,596	55,391	61,042
Amounts owed to group undertakings	651	1,688	-	-
Accruals and deferred income	104,409	58,461	53,394	45,522
Other creditors	1,012	1,546	-	-
Corporation tax	147	40	1	-
Other taxes and social security	27,580	60,280	8,704	60,280
	<u>230,623</u>	<u>199,611</u>	<u>117,490</u>	<u>166,844</u>

**THE BORN FREE FOUNDATION LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2015**

<b>18. PROVISIONS FOR LIABILITIES AND CHARGES</b>	<b>Other projects £</b>	<b>Dilapidations £</b>	<b>Total £</b>
<b>Group company</b>			
Balance at start of year	299,973	10,000	309,973
Net movement in obligations in the period	(6,013)	(10,000)	(16,013)
	<u>293,960</u>	<u>-</u>	<u>293,960</u>

The provisions included in the financial statements for other projects relate to the funding of the Bill Travers Chair at Oxford University, funding for the Ethiopian Wolf Conservation Programme and funding for the Central Lion Project.

**19. CONTINGENT ASSET**

At 31 March 2015 the Foundation had been notified of legacy bequests estimated at £1,483,340 (2014: £Nil). The Foundation had not been informed of the final amount receivable by the year end and as such these amounts have not been included within legacy income for the year ended 31 March 2015.

<b>20. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total funds £</b>
Fund balances at 31 March 2015 are represented by:			
Intangible fixed assets	1	-	1
Tangible fixed assets	1,194,396	-	1,194,396
Investment property	175,000	-	175,000
Investments	3,717,989	-	3,717,989
Net current assets	622,924	554,738	1,177,662
Provisions for liabilities and charges	-	(293,960)	(293,960)
	<u>5,710,310</u>	<u>260,778</u>	<u>5,971,088</u>

**21. SHARE CAPITAL**

The Foundation is a company limited by guarantee and not having a share capital. Each member is a guarantor in the sum of £1. The Trustees are all members.

<b>22. RESTRICTED FUNDS</b>	<b>At 1 April 2014 £</b>	<b>Incoming including merger £</b>	<b>Outgoing £</b>	<b>Transfers £</b>	<b>At 31 March 2015 £</b>
<b>Group and Company</b>					
Zoo check	-	45,161	290,870	245,709	-
Elephants	99,652	208,951	245,219	19,062	82,446
Bears	43,507	44,925	31,552	12,378	69,258
Wolves	-	42,597	46,209	4,047	435
Big cats	-	254,787	895,646	703,229	62,370
Primates	-	78,773	267,407	195,322	6,688
Marine	-	37,150	57,724	48,091	27,517
Information services and education	-	15,057	528,263	516,150	2,944
Other miscellaneous projects	-	33,719	495,475	470,876	9,120
	<u>143,159</u>	<u>761,120</u>	<u>2,858,365</u>	<u>2,214,864</u>	<u>260,778</u>

## THE BORN FREE FOUNDATION LIMITED

### NOTES TO THE FINANCIAL STATEMENTS (continued)

#### FOR THE YEAR ENDED 31 MARCH 2015

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#### 22. RESTRICTED FUNDS (continued)

##### **Restricted Funds**

Funds which are categorised as Restricted arise from allocated membership income (members are given the choice of having their membership subscription support chosen programmes when they join), income for the adoption and support of specific animals, and donations and legacies where support for a particular project has been specified by the donor.

These projects and animals are grouped under various Programme headings and the objectives of those Programmes and the purposes for which the funds are held as follows :

##### **Zoo Check**

- Promote the core aim of keeping wildlife in the wild
- Campaign for tighter animal welfare legislation
- Investigate neglect and cruelty, and expose suffering and exploitation
- Respond to public concerns about captive wild animals
- Challenge the global zoo industry
- Engage with the travel industry to phase out bad practice within animal related attractions

##### **Elephants**

- Protect wild elephants and their habitats
- Fight the ivory trade
- Help care for rescued elephants
- Respond to public concerns about wild elephants

##### **Bears**

- Support the conservation of bear species in the wild
- Support the care of rescued bears in sanctuaries

##### **Wolves**

- Protect the world's rarest canid and its environment

##### **Big cats**

- Rescue big cats from captive conditions
- Support big cat conservation in the wild
- Develop solutions to mitigate human/big cat conflict
- Investigate the trade in big cats and their parts
- Respond to public concerns about wild big cats

##### **Primates**

- Fund sanctuaries for rescued great apes and monkeys
- Support rehabilitation and release programmes for rescued primates
- Support primate habitat protection
- Campaign against the illegal bushmeat trade
- Respond to public concerns about wild primates

##### **Marine**

- Fund the conservation of marine turtles, dugongs, sharks and dolphins
- Educate people about the conservation and protection of marine species and the environment
- Respond to public concerns about wild marine species

##### **Information Services and education**

- Support schools and communities close to Born Free funded projects
- Participate in international multi-species coalitions

##### **Other Projects**

Support species which do not fall into any other programme category (e.g. giraffe, hippopotamus)

**THE BORN FREE FOUNDATION LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2015**

<b>23. UNRESTRICTED FUNDS</b>	<b>At 1 April 2014 £</b>	<b>Incoming including merger £</b>	<b>Outgoing £</b>	<b>Transfers gains/losses £</b>	<b>At 31 March 2015 £</b>
<b>Group</b>					
General unrestricted	4,463,679	4,317,616	(1,178,779)	(1,892,206)	5,710,310
<b>Company</b>					
General unrestricted	4,442,108	2,896,917	(973,524)	(1,777,612)	4,587,889

**24. OPERATING LEASE COMMITMENTS**

**2015  
£**                      **2014  
£**

At 31 March 2015 the Foundation has annual commitments under non-cancellable operating leases as set out below:

Operating leases which expire:

One year	1,607	86,096
Between two and five years	72,526	17,934
Over five years	-	-
	<u>74,133</u>	<u>104,030</u>

**25. TRANSACTIONS WITH DIRECTORS AND TRUSTEES**

The President is a son of Virginia McKenna who is a trustee. He received remuneration of £61,272 (2014:£84,722) in the year.

**26. RELATED PARTIES**

Included within creditors in the financial statements are amounts owed to Born Free USA. Born Free USA is an independent registered not-for-profit organisation with common objectives to those of the Foundation but not under the control of the Trustees of the Foundation. Adam Roberts is appointed Chief Executive Officer for both charities. Will Travers is President of Born Free Foundation and Secretary of Born Free USA. The balance outstanding at the year-end was £7,835 (2014: £1,688).

In the opinion of the trustees the Foundation is controlled by them.