



# JOINING FORCES TO END MODERN SLAVERY

JUSTICE & CARE

Annual report and financial statements  
For the year ended 31 August 2023



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\*Throughout this report, names of the survivors have been changed to protect their identities.

## WELCOME

# Setting the record straight – slavery has no place in our global society



It is easy to reel off the numbers in modern slavery – an estimated 50 million globally and 100,000 in the UK – whilst forgetting that behind each figure are sons, daughters, mothers and fathers.

For us, these numbers are personal. As you will see in this report, we work with those who have been most affected by slavery. People like Julia\*, a mother trafficked from Eastern Europe to be raped in brothels (more on page 21). And Daniel\*, a young man from Nigeria, brought to the UK against his will to have his kidney transplanted at an NHS hospital (more on page 4)

Human trafficking treats men, women and children as commodities. It is a low-risk and high-reward crime and has no place in our society.

Only by working together with survivors, law enforcement, frontline charities, governments, businesses and others do we have a chance of combatting this evil crime.

**Our purpose is clear – we join forces to end modern slavery.**

---

50M

ESTIMATED  
GLOBAL VICTIMS

---

53%

PROPORTION OF  
WOMEN AND  
GIRL VICTIMS

---

100,000+

ESTIMATED VICTIMS  
IN THE UK

---

\$236B

ESTIMATED GLOBAL  
PROFITS FOR THE  
CRIMINALS RESPONSIBLE  
FOR SLAVERY

---

1 IN 4

CHILD VICTIMS OF  
MODERN SLAVERY

## ABOUT US

# A team of pioneers

We have been fighting human trafficking for more than 15 years. Starting with a small team in India, we are now working in various locations around the world with the same DNA of brilliant frontline work, from which we gather experience to bring about change in society more widely.

## WHAT WE DO

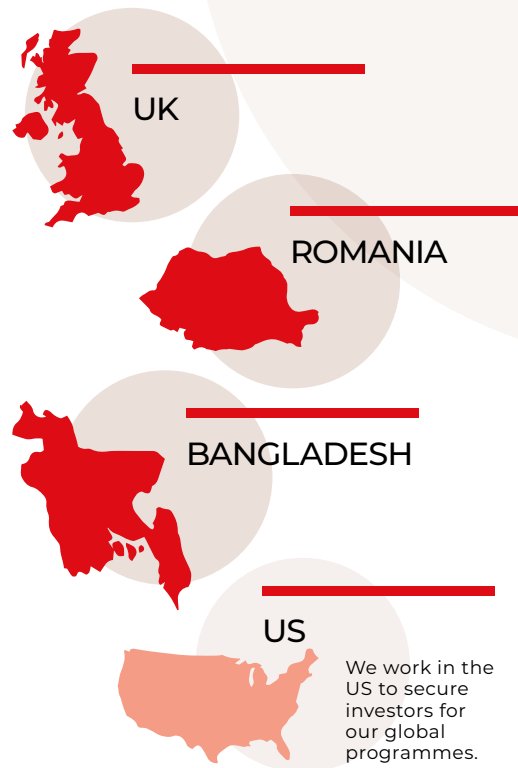
### We:

- **Restore:** We work with police to identify those who have been trafficked and journey with them as they rebuild their lives.
- **Pursue:** We do all we can to bring those responsible for human trafficking to justice.
- **Protect:** We seek to ensure the most vulnerable individuals, families and communities are kept safe.
- **Change:** We use our own frontline learnings, and those of others, to create changes on a much larger scale.



**YOU CAN READ MORE ABOUT HOW WE WORK UNDER EACH OF THESE THEMES ON PAGES 9 TO 13.**

## WHERE WE WORK



## OUR VALUES

**COLLABORATION**  
**COURAGE**  
**EXPERTISE**  
**RELENTLESS**  
**PIONEERING**



SCAN THIS QR CODE TO WATCH OUR VALUES FILM.

## MULTI-AWARD WINNING

### Thomson Reuters

2020 – Stop Slavery Award, for our Bangladesh work  
 2022 – Stop Slavery Award, for our UK Navigator Programme

### Third Sector Awards

2020 – Winner, Breakthrough of the Year Award  
 2023 – Finalist, Charity of the Year and Charity Film Award

### US State Department

2022 – Global Hero In The Fight Against Human Trafficking Award, for Tariqul Islam, Justice and Care's Bangladesh Country Director

### Smiley Charity Film Awards

2023 – Highly Commended Charity Film

### Police Scotland Tayside

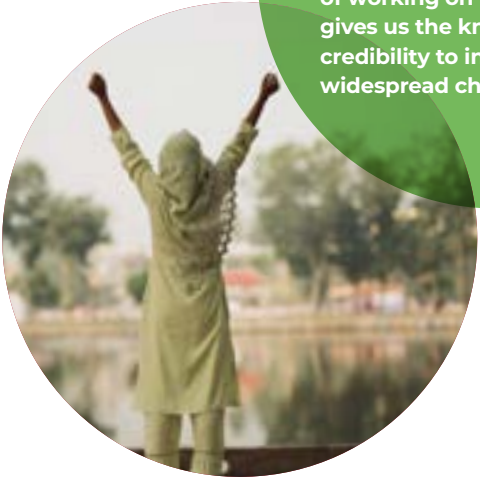
2023 – Partner of the Year Award



## ACHIEVEMENTS

# Every *person* matters

SEPTEMBER 2022 TO AUGUST 2023



We are privileged to be able to support individuals to rebuild their lives and to help secure justice for them. Our experience of working on the frontline also gives us the knowledge and credibility to influence more widespread change.

73

VICTIMS  
REMOVED  
from exploitation

504

SURVIVORS  
SUPPORTED  
to rebuild their lives

60

SUSPECTED  
TRAFFICKERS  
ARRESTED

189

SURVIVORS  
HELPED  
to return home

94%

OF SURVIVORS  
who we are supporting in the  
UK have engaged with police  
investigations

35

EXPLOITERS  
CONVICTED

2,090

VULNERABLE  
PEOPLE  
received prevention education

3,996

FRONTLINE  
PROFESSIONALS  
trained in specialist victim  
identification and care

292

YEARS  
of combined prison sentences

JAMES THOMAS, CHAIRMAN'S LETTER

# The power of hope

**Daniel's\* story began in Lagos, Nigeria – and, with our support, one significant chapter of it ended in the High Court in London, where a famous Nigerian politician and his accomplices were jailed for their part in an organ trafficking case, the first conviction for this crime in British legal history.**

Daniel was a vulnerable young man taken from the streets of Lagos and brought to the UK with the purpose, unbeknownst to him, of donating his kidney to a stranger.

His story is a reminder of three truths about human trafficking. It is everywhere, it is brutal, and it is big business.

However, it is also a reminder of the power of hope. Daniel escaped before being operated on. Justice and Care was able to support him as he prepared to give evidence and began to rebuild his life. The dedication of our partners in the police also meant the conviction of his exploiters was possible.

Although Daniel now has to live under police protection, he is starting to thrive. Furthermore, the convictions have led to changes on a much wider scale, where there is an impact not only on the people involved in the case but also on a societal level.

As a result of Daniel's story, the Human Tissue Authority has reviewed hundreds of other cases and increased the scrutiny it gives to transplant operations involving overseas donors.

At Justice and Care, our passion to care for individuals gives us the authority and knowledge to pursue and spark wider changes. We have so many examples of doing just that this year - in every country we work in and beyond.



**SCAN THE QR CODE TO HEAR MORE ABOUT DANIEL'S STORY IN A POWERFUL BBC RADIO 4 'FILE ON 4' EPISODE FEATURING JUSTICE AND CARE.**



**James Thomas**

Chairman  
Justice and Care

“

As a result of Daniel's story, the Human Tissue Authority has reviewed hundreds of other cases and increased the scrutiny it gives to transplant operations involving overseas donors.

“

*My plan is to work and to get an education and to play football*

**Daniel** Survivor

## CHAIRMAN'S LETTER PART TWO

Having witnessed the horror of children and young people being trafficked for sex from Romania, we worked with local charities and the Romanian Government to introduce a minimum age of consent in the country.

In Bangladesh, we have developed guidelines on behalf of the government to help law enforcement agencies identify victims of modern slavery.

In the UK, we have shone a light on cuckooing – where the homes of vulnerable people are taken over by criminal gangs and their residents exploited. You can read more on page 24.

There are many examples of how we are pursuing justice, creating the changes that ensure people are afforded protection, and helping victims rebuild their lives through pioneering initiatives such as our Victim Navigator Programme (see page 20).

It might also explain why we were a finalist for Charity of the Year at this year's Third Sector Awards and why our work has been recognised by so many, including by Jess Phillips MP in a speech calling for an all-out assault on slavery.

I could not be more proud of the team at Justice and Care. Their dedication and professionalism are extraordinary. My Trustee colleagues and I

were delighted this year to appoint James Clarry to lead them as our new Global CEO.

I am also grateful to my fellow Trustees and, perhaps most importantly, our supporters, whose generosity enables us to make an impact. Together we are doing all we can to end slavery.



**James Thomas**

Chairman

“

**Support like that offered by Justice and Care's Victim Navigator Programme is a real example of how successful prosecutions and convictions can be achieved by putting victim support front and centre.**

**Jess Phillips MP**

**Jess Phillips MP**

Shadow Minister for Domestic Violence and Safeguarding (2020 to 2023)



JAMES CLARRY, GLOBAL CEO LETTER

# Inspired by survivors



**Around 12 years ago, I travelled to South Asia for work. While on that trip, I visited friends who were working for a charity fighting human trafficking and was fortunate to also meet some of the survivors they supported.**

That charity was Justice and Care – and this was the moment the issue became personal for me. I quickly developed a passion for the cause, and my family and I became enthusiastic supporters of the charity's work.

That trip all those years ago led to the privilege of becoming CEO of Justice and Care. Within weeks of starting the role, I was back in Asia to visit our programmes in Bangladesh. It was there, I think, that I had my best work moment ever, in which someone told me they wanted my job.



**James Clarry**

Global CEO  
Justice and Care

I was sitting with a group of inspirational young women known as Champion Survivors. All had experienced human trafficking, but make no mistake, this did not define them. Justice and Care had supported them to rebuild their lives, and many now work for the charity – helping shape what we do, preventing trafficking in vulnerable communities and, most importantly, providing care to other survivors at the start of their recovery. The project is funded by the UK Government.

These women have gone from victims to survivors to colleagues. And the ambition of at least one of the Champion Survivors was eventually to be CEO. And I can believe it, given their resilience and determination. They are an inspiration.



## JAMES CLARRY, GLOBAL CEO PART TWO

“

**We are relentless in seeking justice – but when we do so, we work with police, other frontline services and prosecutors to ensure those responsible are held accountable.**

Having joined the team of Justice and Care, it became apparent that in every part of our work, the organisation collaborates. At its very core is an understanding that the only way of ending slavery is to work with others.

The way that the Champion Survivors work with each other, us and the wider community is a glowing illustration of that.

Yes, Justice and Care is doing exceptional work on the ground, helping to rebuild lives - but when it does so, it does it in partnership, with healthcare professionals, with those that can provide safe homes, with education providers and so many others.

We protect the most vulnerable communities and individuals - but again, never alone. Working, for example, with border guards to identify those being trafficked or with the managers of garment factories to ensure safe migration advice is available to their teams.

Finally, we spark change at scale - employing incredible experts who use their skills to understand frontline issues and create frameworks for meaningful reform. When their work changes lives, it is down to collaboration - with civil servants, politicians and many others.

We join forces. And if we don't already do so with you, we would love to, as it is incumbent on all of us to end modern slavery.

*James*

**James Clarry**

Global CEO





# OUR APPROACH

WE KNOW TO SUCCESSFULLY FIGHT MODERN SLAVERY, WE NEED A MULTIFACETED APPROACH. WE HAVE DIRECT WORK IN THREE LOCATIONS, EACH UNIQUE IN ITS OWN WAY, BUT KEY THEMES GUIDE OUR WORK IN ALL.

## OUR APPROACH

# Justice and Care's work to end modern slavery has four key themes, and as you will see in this report, we are making significant progress in each area.

## Restore

We work with police to identify those who have been trafficked, and we journey with them as they rebuild their lives.

Our team is dedicated to this work because we want to see those who have been through the most unimaginable suffering go on to live bright futures.

We also understand it's often impossible to build the evidence to bring traffickers to justice without survivors.

Restoration not only empowers the individual, it also stops those responsible from trafficking others.

➔ **ON PAGE 28, YOU CAN READ THE EXTRAORDINARY STORY OF RUBY\*, ONE OF OUR CHAMPION SURVIVORS, WHO IS DRAWING ON HER OWN EXPERIENCE TO HELP OTHERS WITH THEIR RECOVERIES.**

## Pursue

We do all we can to bring those responsible for human trafficking to justice.

We know that traffickers have to be held responsible for their crimes - if they are not, you can keep helping victims walk free, but they will only be replaced by others.

We are demonstrating that with brilliant survivor care, you can ensure that the criminals are jailed and many of their profits seized. That can stop the cycle of human trafficking.

➔ **WHEN YOU AND YOUR FAMILY HAVE BEEN THREATENED, IT TAKES GREAT COURAGE TO TAKE ON YOUR TRAFFICKERS IN COURT. WITH OUR SUPPORT, JULIA\* DID EXACTLY THAT, AS YOU CAN READ ON PAGE 21.**

## Protect

We seek to ensure the most vulnerable individuals, families and communities are kept safe - that includes ensuring those who have been trafficked before, do not become victims again.

We help the most at-risk families begin businesses, we work in communities to raise awareness of the issue and help promote safe migration advice to vulnerable workers.

Our team is dedicated to communities because we understand that it is much better to stop someone being trafficked in the first place than to go through a traumatic experience that often impacts survivors for the rest of their lives.

➔ **READ ABOUT THE IMPACT OUR PREVENTION WORK IS MAKING ON PAGE 26.**

## Change

It was Archbishop Desmond Tutu who said, "There comes a point where we need to stop just pulling people out of the river. We need to go upstream and find out why they're falling in."

We wholeheartedly agree. That is why we focus on bringing about systemic change.

We use our own frontline learnings, and those of others, to make a meaningful difference on a large scale.

We work with governments and institutions, among others, to ensure that laws, systems and processes are transformed to provide better protection and care to survivors and vulnerable communities - whilst strengthening criminal justice to ensure that those responsible receive the sentences they deserve.

➔ **TAKE A LOOK AT PAGE 30 TO SEE THE TRANSFORMATIONAL ACHIEVEMENTS THAT WE HAVE BEEN AT THE FOREFRONT OF IN BANGLADESH.**



# RESTORE *hope*

**Wherever we work, we empower individuals to walk free from exploitation.**

But freedom is just the beginning of a long journey of recovery for men, women and children who have been through unspeakable horrors. The care we provide ensures each person receives the support they need to rebuild their lives practically, physically and emotionally.

- We identify victims of modern slavery
- We empower those who fear all hope is lost
- We offer holistic care, tailored to the individual's needs
- We celebrate as survivors become leaders

## In Action

Our new Champion Survivor Programme in Bangladesh sees survivors who are far along in their recoveries help others who have been trafficked. Under this pioneering project, some Champions work alongside our staff team as Aftercare Facilitators – truly showing that lives can be rebuilt and hope restored.

“

*I want to assist others who are currently suffering in the dark like I once did.*

**Safina\*** Champion Survivor



**504**

**SURVIVORS  
SUPPORTED**

to rebuild their lives



# PURSUE *justice*

**We do all we can to bring those responsible for human trafficking to justice.**

Traffickers walk our streets, often operating with impunity. But our team is on a mission for justice, and we work to help police put them behind bars and support survivors to secure the justice they deserve.

- **We help survivors navigate complex legal systems**
- **We empower the exploited to testify**
- **We support police in investigating and dismantling criminal networks**
- **We help increase prosecution rates**

## In Action

For example, in summer 2023, our work helped send a trafficker to jail for eight years.

The exploiter had promised two men jobs in the UK, but when they arrived in the country, he confiscated their IDs and bank cards.

The men were told they now owed their exploiter money and had to work for him. He beat them and said there would be dire consequences if they complained or tried to do anything about the situation.

The two survivors were initially safeguarded by the Gangmasters and Labour Abuse Authority (GLAA), a national agency that protects workers from labour exploitation.

A Victim Navigator from Justice and Care then supported the men to engage with the criminal justice process.

With our help, they attended court, resulting in the exploiter pleading guilty to charges of human trafficking, forced labour and exploitation.

# 94%

**OF SURVIVORS**

who we are supporting in the UK have engaged with police investigations

**Daniela Zaharia Manescu**  
A lawyer who our team works with to pursue justice

# PROTECT *the vulnerable*



2,090

VULNERABLE  
PEOPLE

received prevention  
education

**Whatever an individual's vulnerability – from a disability or addiction to a child in care or the opportunity to blackmail – traffickers will find it and exploit it.**

We, therefore, work to protect the most vulnerable individuals, families and communities from trafficking.

- **We work on borders** We train border guards to identify individuals being trafficked and ensure they remain safe.
- **We educate communities at risk** We raise awareness of trafficking, provide safe migration advice and set up local vigilance groups.
- **We raise awareness of the signs of exploitation** We provide specialist training to frontline workers, including police officers, health professionals and judges. We also raise awareness among the public so they can spot potential exploitation and raise their concerns.
- **We help with economic empowerment** Focusing on the most at-risk individuals and families, including those who have been trafficked, we help people set up small businesses to provide for themselves and reduce their risk.

## In Action

Having walked free from sexual exploitation in Bangladesh, Sara\* was determined to rebuild her life and achieve economic stability.

To help her do this, Justice and Care supported her to set up her own cloth-selling business, helping with start-up finance and providing ongoing support around customer service, bookkeeping and business operations.

Sara is now making a regular monthly income, which has allowed her to furnish her home, as well as save money.

“Now I live with my family, which I dreamt of. Thanks to Justice and Care for giving me a secure and dignified life.”

**Sara** Survivor of sexual exploitation

# CHANGE *laws*

**We believe that to fight modern slavery on a global scale, we need to equip governments and others across the world to act effectively.**

Through our experts on the ground, we spot the gaps that help criminals to flourish and limit the ability of survivors to rebuild their lives. Solution-focused, we work with governments and key stakeholders to close the gaps.

By helping to change laws and processes, we bring about change at scale. We call this system change, and it underpins all that we do.

- **We tackle problems head-on**
- **We help to set legal precedent**
- **We keep modern slavery on the political agenda**
- **We publish ground-breaking reports**
- **We know that we can't beat modern slavery alone - so we have built powerful partnerships**

Our International Systemic Change Unit (ISCU) specialises in the development of robust research and analysis to inform operational practice, sectoral learning and policymaking globally.

By collaborating with sectoral specialists and respected stakeholders, the team develops a deeper understanding of the systems and conditions that facilitate slavery, and influences the decision making that drives systemic change.

## In Action

Over the last year, we have published groundbreaking research on issues, including forced marriage, conflict-induced migration and forced scamming, to help governments, NGOs and others identify the work needed to address these issues operationally and enhance policy responses.

We have also developed national victim identification guidelines, with the Bangladesh Government.

They are designed to ensure police officers and others involved in law enforcement across the country have access to information to help them better identify victims of human trafficking and ensure those who are identified access the right support.

They have been adopted by the government and will be rolled out over the next year.



“

**The recently adopted guidelines for human trafficking crimes and victim identification will significantly enhance the investigation and prosecution of human trafficking cases in Bangladesh. Thanks to Justice and Care for their assistance in developing these guidelines.**

**Abu Hena Mostofa Zaman**  
Joint Secretary, Ministry of Home  
Affairs, Bangladesh



## OUR APPROACH

# Working across borders

**Modern slavery does not start at borders – but focusing on borders can help bring human trafficking operations to a halt.**

It is estimated that nearly 80% of international human trafficking journeys cross through official border control points (Migration Data Portal), such as airports, ferry ports and land crossings, meaning borders are a vital opportunity to offer a lifeline to people being exploited.

Therefore:

- We train relevant agencies to identify victims
- We work in partnership with UK Border Force and similar agencies in Romania and Bangladesh
- We work with others to bring survivors safely home and offer aftercare
- We support cross-border investigations

## 3,996

**FRONTLINE PROFESSIONALS**

trained in specialist victim identification and care

## In Action

**Most investigations in Bangladesh end at the border, meaning traffickers regularly escape justice for their crimes.**

Digging into the problem, our team found that many local police officers are unaware of how to obtain foreign evidence. As a result, we have drafted new guidelines on behalf of the Bangladesh Government explaining how authorities can work with their cross-border counterparts. This is expected to boost conviction rates – not only for trafficking cases, but for all types of transnational crimes in Bangladesh.

## 312

**BANGLADESH BORDER GUARDS TRAINED**

## 13

**RESCUES AS A RESULT OF THE TRAINING**

## 14

**CROSS-BORDER INVESTIGATIONS IN BANGLADESH/INDIA**

## 189

**REPATRIATED ACROSS BANGLADESH, UK AND ROMANIA**



**We work in partnership with UK Border Force and similar agencies in Romania and Bangladesh.**



A photograph of Theresa May, then Prime Minister of the United Kingdom, standing and speaking at a meeting. She is wearing a blue suit and a colorful patterned scarf. In the background, two other people are seated at a long wooden table, one of whom is smiling. The room has a high ceiling and large windows.

# JOINING FORCES

SLAVERY IS THE FASTEST GROWING CRIME IN THE WORLD. WE KNOW THE ONLY WAY TO END IT IS BY WORKING TOGETHER. READ HOW WE ARE FORGING POWERFUL PARTNERSHIPS TO CREATE CHANGE.

## JOINING FORCES

# How we work in partnership

The issue of modern slavery is both complex and vast. We know that in order to be successful, we have to work with governments, survivors, police, other frontline professionals, businesses, charities and investors.

We do this on both a micro and macro level – and we do so with around 150 different organisations worldwide.

**Partnership, therefore, is not a way we work but the way we work**

## Examples on a macro level include:

- ➔ Our work with the Centre for Social Justice in the UK, which aims to ensure slavery returns to the centre stage of UK politics (page 23)
- ➔ Our work with the Bangladesh Government, which includes developing national victim identification guidelines (page 30)
- ➔ Successfully campaigning for a minimum age of consent to be introduced in Romania (page 32)

## In Action

An example of this playing out in the lives of individuals this year is the story of Juan\* in Scotland, who was forced to work in a restaurant and on building sites, and to sleep in an understairs cupboard. He was targeted because he had an alcohol dependency.

Juan was found because someone called the Modern Slavery & Exploitation Helpline, run by Unseen, a charity we work in close partnership with. We were with police when he was first discovered and have supported him since, helping him to engage with police and specialist services with whom we also partner. We are standing with Juan as he seeks justice.



## JOINING FORCES

# Forging coalitions for *change*

No single charity will succeed in fighting slavery alone. That is why we have invested time and resources in helping set up the **Coalition to Stop Slavery** in the UK. The initiative consists of a group of charities working together on public campaigns to educate people about trafficking, help them spot the signs of exploitation, and put an end to modern slavery forever.

In 2023, the Coalition brought together 17 charities for a new campaign to raise awareness of exploitation, Time to Stop Slavery. Polling that formed part of the campaign found:

- **More than half of the British population say they have spotted signs of human trafficking – but only one in three of them have ever reported their concerns (Coalition Survey).**
- **Fear of repercussions from traffickers and not knowing how to report concerns are key reasons preventing people contacting police.**
- **Almost nine in ten of us (86%) believe the government should do more to raise awareness of modern slavery in the UK (Coalition Survey).**

## 'Time to Stop Slavery' Campaign in Numbers:

**Around 6.7 million** of the UK population reached (Around 1 in 10)

**Almost 2.4 million** people viewed our films across various platforms

**Led to 35,000 people** learning how to spot the signs of exploitation and report their concerns

**More than 80,000** visited the Coalition to Stop Slavery website



Giving his time as Creative Director, leading advertiser Ben Priest – responsible for many of the famous John Lewis Christmas adverts – gathered an outstanding team to make two films to promote the campaign.



**SCAN THIS QR CODE  
TO WATCH THEM.**



## JOINING FORCES

# Connecting prosecutors globally

**Human trafficking is the fastest growing crime in the world, yet prosecutions are falling drastically. According to the US State Department, global convictions for slavery have dropped by 38 per cent since 2015, despite the number of victims identified growing by 36 per cent over the same period.**

That is why our International Systemic Change Unit, together with the McCain Institute in the US, has launched the Global Consortium on Prosecuting Human Trafficking - joining together a network of leading prosecutors from around the world to learn from one another, share best practice and collaborate on cross-border cases.



**WATCH OUR FILM ABOUT THE CONSORTIUM BY SCANNING THIS QR CODE.**

“

Human trafficking is an internationally mobile crime, and we need to combat it together. The Consortium opens up avenues for collaboration.

**Nelly Montealegre**  
Mexico, prosecutor

“

It has changed my perspective in so many ways, in the way I do my work.

**Hajara Haruna Yusu**  
Nigeria, prosecutor



This year the group met for the first time in person at a special summit in Windsor in the UK. Those addressing them included the UK's former Prime Minister, Theresa May.







# UK

OUR RESEARCH PROVIDES EVIDENCE THAT THERE ARE MORE THAN 100,000 VICTIMS OF HUMAN TRAFFICKING IN THE UK, HIDDEN IN PLAIN SIGHT. FIND OUT MORE ABOUT HOW OUR FLAGSHIP VICTIM NAVIGATOR PROGRAMME AND OUR WORK INFLUENCING THOSE IN POWER ARE BRINGING TRANSFORMATION.

# Our award-winning Victim Navigator Programme

**Our Victim Navigator Programme is a trusted bridge between victims and police, putting traffickers behind bars and helping survivors create a bright future for themselves.**

It was created in response to the shockingly low conviction rates in the UK and operates on one main principle: in order to ensure traffickers are brought to justice, it is critical to prioritise survivor care.

Imagine you are a victim of modern slavery, trapped in a living nightmare, but terrified to go to the police because you are so scared of your trafficker. This is the impossible situation many victims find themselves in.

Victim Navigators are deployed into the heart of police forces across the UK and are there from the moment a potential modern slavery victim is identified.

They build trust with survivors, provide trauma-informed specialist support, and help them engage with the justice system.

Alongside this, Navigators assist the police with their specialist knowledge during investigations and train law enforcement bodies in identifying the signs of modern slavery.

Justice and Care is now working with 40% of the UK's police forces. Estimates suggest that only 44% of survivors without a Victim Navigator engage with the criminal justice process, compared to more than 90% of survivors with a Navigator. Their support also leads to better recovery; 81% of survivors supported by our Navigators have demonstrated improved recovery and reintegration outcomes.

This year, our Navigators have been honoured with commendations from the police, a nomination at the Marsh Awards, which recognise outstanding contributions to social, cultural and environmental causes and have been shortlisted for the Chief Constable's annual awards.

“I appreciate your care for me. You are truly my guardian angel.”

**Mike** Survivor of financial exploitation, UK

## During the year

# 262

**SURVIVORS  
SUPPORTED**  
to rebuild their lives

# 135

**NEW POLICE  
INVESTIGATIONS**  
provided with strategic  
advice

# 2,363

**FRONTLINE  
PROFESSIONALS  
TRAINED**

# 28

**VICTIMS  
REMOVED**  
from exploitation

# 10

**NEW CASES TRIED**  
in relation to our  
survivors

# 9

**EXPLOITERS  
CONVICTED**  
with combined jail  
sentences of 126 years

# £59,000

**COMPENSATION AWARDED  
TO SURVIVORS**

UK THROUGH THEIR EYES

## Empowering *Julia* to take on her traffickers

(as told by Sarah, Victim Navigator)

**When I first met Julia\*, she was a very different person than she is today, having suffered years of sexual exploitation.**

She was nervous, very reserved and closed off to support. At that point, she needed a period of recovery - distance from the situation she had fled.

I just said, "I'm here; I will be available for you. Let's get to know each other."

Over time, I suggested counselling. She didn't see how it could help but said, "Because I trust you, I'll try it."

At the start, all Julia could focus on was that day. There was no next day, no future goals. But counselling quickly helped, and Julia took huge steps forward in dealing with her trauma and began to be hopeful about the future.

As she healed, she opened up, helping police to map the criminal network responsible for trafficking her and scores of other women.

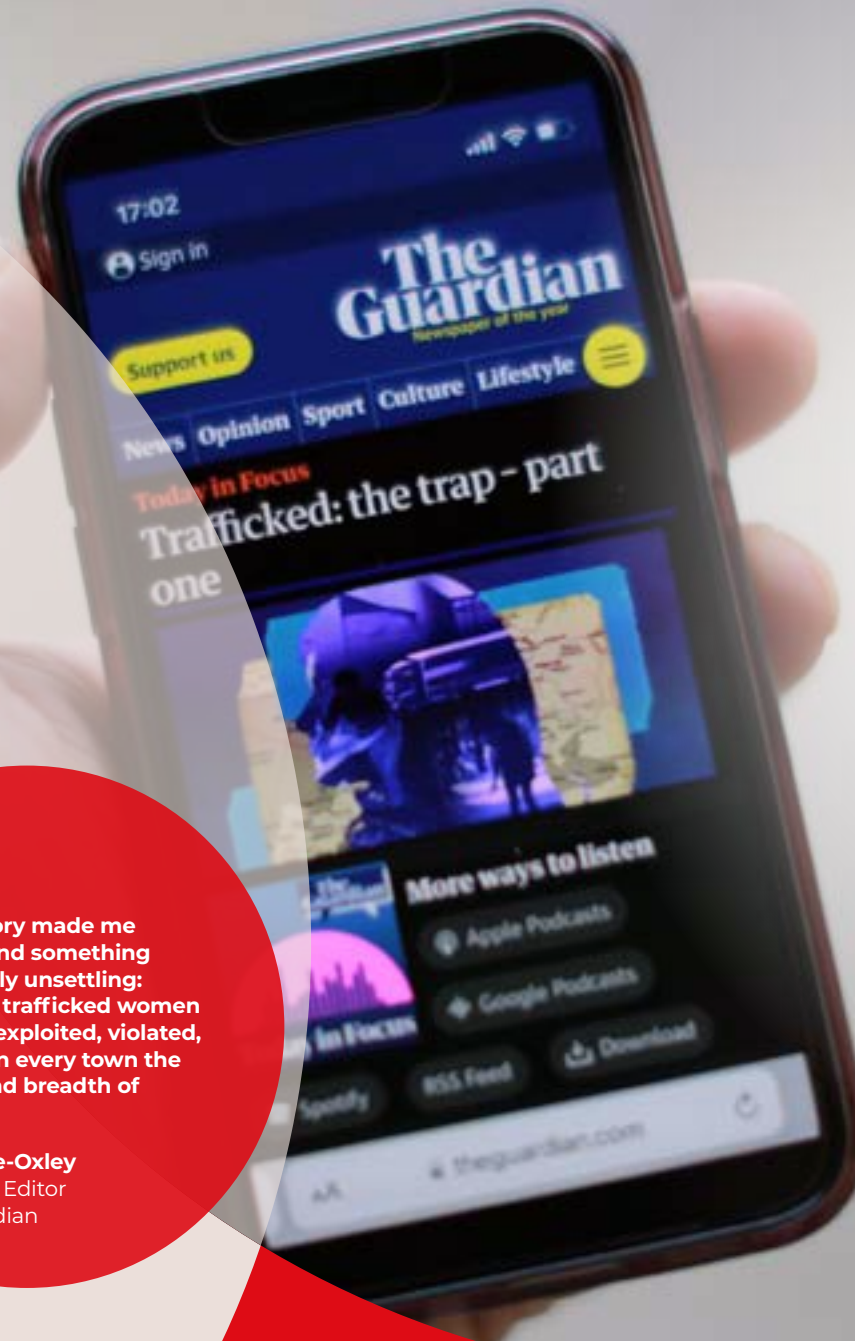


**JUSTICE AND CARE WORKED WITH THE GUARDIAN TO MAKE A SERIES OF PODCAST EPISODES WITH JULIA. SCAN THE QR CODE TO LISTEN TO HER STORY.**

“

**Julia's story made me understand something profoundly unsettling: there are trafficked women like this, exploited, violated, abused, in every town the length and breadth of Britain.**

**Mark Rice-Oxley**  
Executive Editor  
The Guardian



## Impact

**Julia's engagement with the police contributed to:**

The establishment of a Joint Investigation Team (JIT) involving UK and Polish police

Details of 120 additional potential victims identified

6 arrests

5 exploiters convicted

The shutting down of a website advertising hundreds of women for exploitation



UK THROUGH THEIR EYES

## Joining forces to pursue a predator

(as told by Detective Sergeant Stuart Jack, Metropolitan Police)

**I am in no doubt that a dangerous predator would not have received a 31-year jail sentence, without the support of Justice and Care.**

The man had contacted 12 vulnerable women, many students looking to fund their studies, via job adverts online.

The man then set up face-to-face meetings with the women, where he raped and filmed them, then used this as blackmail to force them into sex work.

I led the police investigation into the case and think the Victim Navigators' work was nothing short of exceptional.

The bravery of the victims who came forward, and the partnership between us as investigators and Justice and Care's Victim Navigators, led to such a strong sentence being passed.

Each victim had their own challenging set of circumstances, which often involved managing serious safeguarding concerns and interventions at short notice.

The defendant had previously been arrested for similar offences, but we had been unable to persuade his victims to give evidence. The fact that the young women gave evidence in this new case was solely down to the support of the Navigators.

It is a privilege to witness people that are so passionate about what they do and determined to seek justice for some of the most vulnerable people in our communities.

## Impact

**Exploiter sentenced to 31 years for rape, sexual assault and controlling prostitution**

**Exploiter will be on the sex offenders register for life**

**12 survivors supported to begin rebuilding their lives, including counselling and housing**





UK

# Modern Slavery Policy Unit

**The Modern Slavery Policy Unit, co-led by Justice and Care and the Centre for Social Justice, was created to ensure modern slavery is at the front and centre of the British political agenda.**

Our team works to bring about systemic change and campaigns to avert harmful policy decisions – using our frontline knowledge to make sure victims' voices are heard by decision-makers in Westminster.

**Over the past year, we have:**

- Influenced a Home Affairs Select Committee inquiry into human trafficking, giving us the opportunity to feed into recommendations presented to the government.
- Made a submission to Parliament's Joint Human Rights Committee.
- Provided ongoing input to Labour Party Shadow Cabinet members and policy advisors on developing their modern slavery policy.
- Released a major report, 'Slavery at Home', calling for reform, including making cuckooing a slavery offence, tougher sentences for traffickers and increasing businesses' responsibility for their supply chains.
- Successfully engaged MPs and peers to ensure amendments were proposed to the Illegal Migration Bill aimed at mitigating the impact on victims of modern slavery, resulting in government commitments.



## Susan's story

**Susan\*, a 52-year-old grandmother, had her home taken over by drug dealers and was forced to live as their slave for a year.**

"If I didn't do as I was told, I was punished," she said. "They burned me with cigarettes, punched me, took money off me."

"They took my phone off me. One of them wanted to play fight one day and broke two of my ribs. He cut my tongue with a razor blade for talking and said, next time, I'm going to get it chopped off, so I just kept quiet."

Susan isn't the only one. Cuckooing, whereby gangs seize people's property against their will and use it for criminal activity, is happening up and down the UK and is said to be on the rise. But cuckooing still isn't a crime.

Justice and Care set out to change this. Our report, 'Slavery at Home', published with the Centre for Social Justice, and our work supporting Susan to bravely share her story have led to a government agreement to look into strengthening the law.



**WOMAN'S TONGUE CUT BY  
'CUCKOOING' DRUG DEALER WHO  
TOOK OVER HER HOME - ITV NEWS**



“

**We are going to tackle the practice of cuckooing, or home invasion, by engaging with stakeholders on the scope of a potential new criminal offence.**

**Rishi Sunak**  
UK Prime Minister





# BANGLADESH

OUR WORK IN BANGLADESH IS LED BY ONE OF THE US STATE DEPARTMENT'S GLOBAL HEROES IN THE FIGHT AGAINST HUMAN TRAFFICKING. READ ABOUT HOW WE ARE SUPPORTING HUNDREDS OF SURVIVORS AND HELPING TO SHAPE THE NATIONAL RESPONSE TO MODERN SLAVERY.



## BANGLADESH

# Protecting the most vulnerable communities

**Extreme poverty, climate change and porous borders make Bangladesh one of the world's most vulnerable countries to human trafficking - with victims taken not only internally but also across borders into Asia, the Middle East and Europe.**

Justice and Care has become one of the leading agencies in the country responding to the issue, working closely with partners including the government, police and other NGOs.

This year, more than 2,000 people were taught about the dangers of trafficking and safe migration at awareness-raising events held in the vulnerable border districts of Bangladesh.

Our prevention work focuses on the most vulnerable communities, families and individuals, seeking to keep them safe. One major way we do this is by facilitating economic empowerment. Our team helps people open small businesses, provides access to life skills training and ensures they can complete their educations.

The message of our prevention training sticks. Surveys with 40 individuals who attended our awareness events this

year found that three months later, 97% could remember the dangers of illegal migration, and more than 77% reported passing on the messages they had learnt to their families and others in the community.

## During the year

44

VICTIMS  
REMOVED  
from exploitation

163

VICTIMS  
SUPPORTED  
to return home

2,090

VULNERABLE  
PEOPLE  
received prevention  
education

185

SURVIVORS  
SUPPORTED  
to rebuild their lives

38

SUSPECTED  
EXPLOITERS  
ARRESTED

1,633

FRONTLINE  
PROFESSIONALS  
trained in specialist  
victim identification  
and care



BANGLADESH THROUGH THEIR EYES

## Getting Nishi to safety

(as told by Mukta, Justice and Care Senior Programme Officer)

**The message came through as soon as my phone connected to the WiFi, “Mukta, are you there? Please help me.”**

It was from a 19-year-old called Nishi\*. I had met her months before, after a survivor I worked with introduced us and asked me to intervene with Nishi's plans.

Nishi intended to travel to India on the promise of work. I warned her against it. The arrangement sounded suspicious, I told her, and there was a risk she would be trafficked.

But Nishi decided to travel anyway – and it turned out my worst fears were confirmed. The man who promised her work had tricked her, and she was being forced to work in a brothel.

From the moment the message arrived, I tried to stay in touch with Nishi as much as possible, while my colleagues and I connected with our partners in India.

Nishi gave us vital information, including a photograph of the building where she and others were being kept.

Eventually the brothel was raided by Kalyan police, and Nishi and six other Bangladeshi women were released. Six suspects were arrested.

Nishi and the other women are now safe in India, in a government-run shelter. At the time of writing, we are supporting them as much as we can until they come back to Bangladesh. When they eventually return home, we will be waiting for them.



## BANGLADESH

# Champion

## Ruby

**Ruby\* faced adversity from an early age and sought a new beginning in India, aspiring to attend school. But she faced harassment and was forced into prostitution after being deceived by a woman she knew. After local people rescued her, she returned to Bangladesh with assistance from Justice and Care.**

Our team has supported her in her recovery, and we are proud to call her one of our Champion Survivors - a group who are using their own experience of being trafficked to help others who have much more recently been exploited. The Champions also raise awareness of the issue in their communities and speak into our work in Bangladesh more broadly, offering the unique perspective of lived experience. Twenty of the Champion Survivors, including Ruby, are now our colleagues, working as Aftercare Facilitators who help others who have been trafficked.

"When I came back from India, I was so happy to return home. But this feeling completely changed when I got there. No one spoke to me. I couldn't go out anywhere as people didn't accept me. They used to taunt me. I tried to continue with my education at school, but the headteacher refused to admit me. I was so broken and unhappy.

"Justice and Care intervened, and the harassment decreased. They also supported me with my education, gave me mental health support so that I can be strong and fight my challenges, and helped me to open my own beauty salon so I can look after my family.

"When I was told I could be employed as an Aftercare Facilitator, the feeling was amazing. A year later, I still remember that memory and smile when I'm alone.

"The support Justice and Care gave me made me powerful. I try to provide my service to my survivors so they can feel the same way, and they can become a Champion Survivor one day."

“

*A Champion Survivor is someone who can forget about her own pain and struggles and can help others to forget their own. She will not be stuck in the past and will move forward with her future.*



SCAN THE QR CODE TO HEAR RUBY  
TELL HER STORY



BANGLADESH

# Our legal work in action



**This year, our work has helped lead to the conviction of three women who took babies from their parents with a view to selling them for adoption.**

“

**All trafficking is vile, but separating newborn babies from their parents shows the depths of depravity that some are willing to fall to simply to make money. Our team has worked tirelessly to ensure that those responsible are brought to justice.**

**Hasibul Islam,**  
JCBD Legal Team

**In one case, a four-month-old was kidnapped by his childminder, who took him hundreds of miles away from home before she was caught by police.**

In another case, a twin boy was taken hours after being born while his mother rested. Again, the two kidnappers were tracked down by police before they were able to sell the baby.

Both cases, however, were stuck in the court system because the police and courts had lost contact with key witnesses, which is not uncommon in Bangladesh.

As a result, Justice and Care's legal team was asked to get involved. They worked tirelessly to both track down the families, which is no easy task, and then also encourage them to testify. They were reluctant at first but eventually agreed to do so.



**It was worth it. The testimony from the families and other witnesses has helped lead to the **three traffickers being jailed for a total of 25 years.****

# Bringing about big changes



**Pronali Rani Talukder**  
Legal Officer

**We are playing a nationally significant role in driving up prosecutions; 38% of all trafficking cases resulting in convictions in the country between April 2022 and March 2023 were supported by our legal team.**

“

Justice and Care has played a notable role in increasing the number of witnesses attending our tribunal. As a result of this assistance, several traffickers were convicted last year. Their work is a great example of the significant role that NGOs can play and proves that the fight against human trafficking requires a multi-sectoral approach.

Special Public Prosecutor of the Anti-Human Trafficking Offence Tribunal of Rajshahi

However, overall numbers of convictions of traffickers in Bangladesh remain low relative to the scale of the problem.

**To improve conviction rates:**

- We are training all the nation's prosecutors working in human trafficking tribunals.
- We have facilitated the use of video evidence in Bangladesh anti-trafficking tribunals, setting a national precedent.
- We have developed victim identification guidelines at the request of the Ministry of Home Affairs, which are being rolled out to all law enforcement nationally.
- We have also been asked by law enforcement leaders across the country to provide more direct training to their teams.

## During the year

800

WITNESSES  
SUPPORTED TO  
TESTIFY

22

EXPLOITERS  
CONVICTED

149

YEARS IN  
COMBINED  
SENTENCES



# ROMANIA

ROMANIA IS ONE OF THE POOREST COUNTRIES IN EUROPE, WITH WIDESPREAD RISK OF HUMAN TRAFFICKING. ALTHOUGH THE NEWEST HUB OF OUR WORK, OUR SMALL BUT MIGHTY TEAM IS MAKING STRIDES HERE.



## ROMANIA

# Battling for a better world

**Widescale poverty and limited economic opportunities mean human trafficking flourishes in Romania, where it is estimated there are nearly 150,000 victims.**

**Thousands of children regularly go to bed hungry, and you can often find families of five living together in one room. But dreaming of a better future abroad can turn into a nightmare when traffickers prey on the vulnerable.**

Having recognised Romania as a key source of victims across Europe, in 2021 we set out to change this by introducing our flagship Victim Navigator Programme to the country.

Just as in the UK, the aim is to support survivors towards recovery and reintegration and enable them to engage with police in order to increase the conviction of exploiters.

Over the past year, we have recruited a new Navigator who, along with two others, has supported nearly 60 survivors with individual care plans and worked to bring Romanian survivors safely home from the UK.

We have continued to develop a strong relationship with Romanian police, the national anti-trafficking agency ANITP and other crucial partners.

In June 2023, we celebrated a huge systemic change as a lead partner in Romania's ProTect national platform of anti-trafficking NGOs. Following tireless advocacy work by us and our partners in ProTect, the Romanian Parliament agreed to pass legislation setting the legal age of consent to 16.

We also developed a new guidance manual for the anti-trafficking sector, ensuring victim-centric care is at the core of the Romanian response to supporting survivors of human trafficking.



## During the year

57

**SURVIVORS  
SUPPORTED**  
to rebuild their  
lives

4

**EXPLOITERS  
CONVICTED**

96%

**OF SURVIVORS**  
engaging with police  
investigations

16

**REPATRIATIONS  
SUPPORTED**

18

**ADDITIONAL  
POLICE  
INVESTIGATIONS**  
provided with strategic  
advice

ROMANIA THROUGH THEIR EYES

## Stefan's story

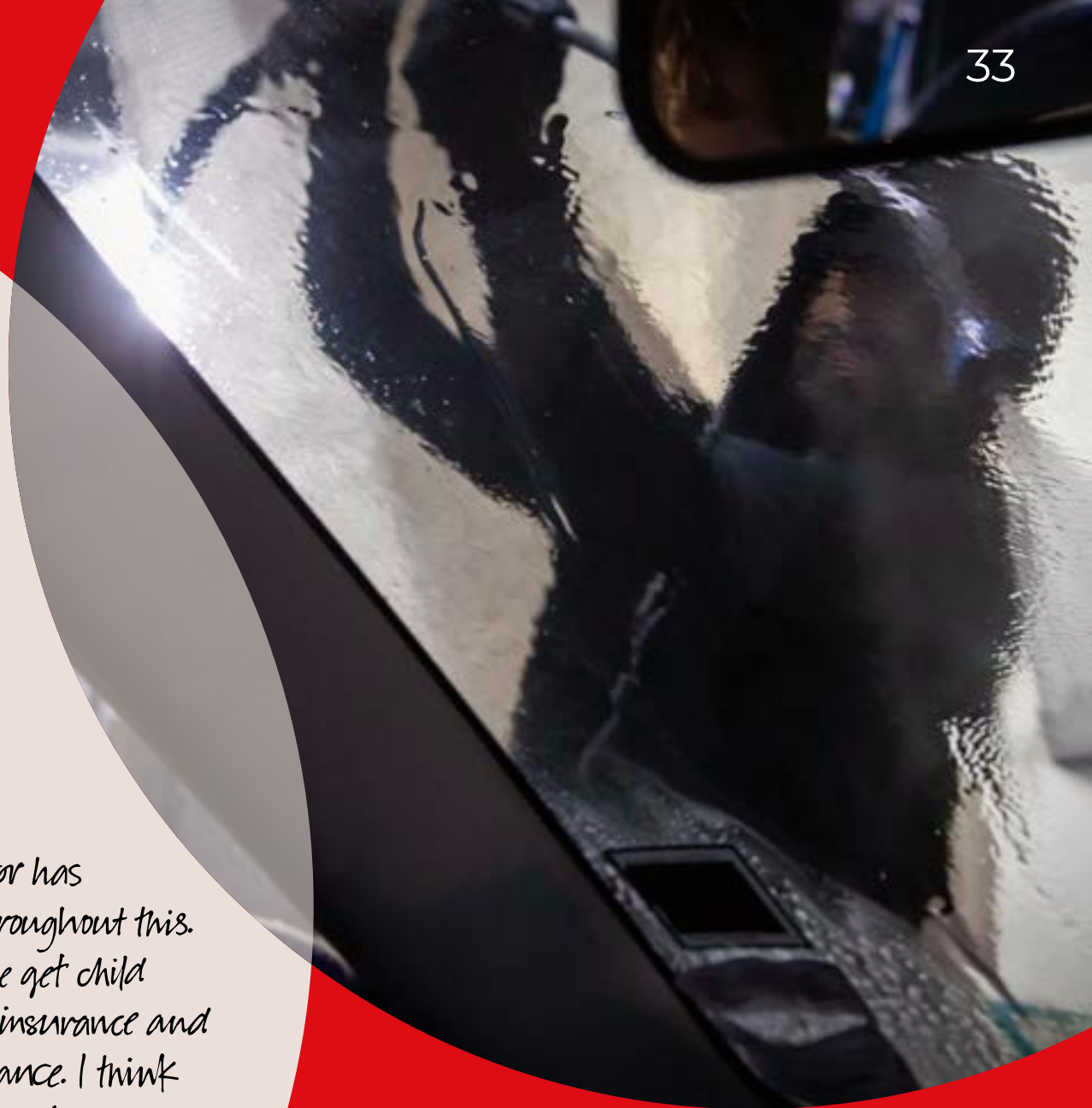
**Father of three, Stefan\* was trafficked to the UK from Romania with the promise that he would be able to earn a good living for his family. He was exploited in a carwash and paid a pittance before being moved to cut trees along the railways - a dangerous job for which he received no pay at all.**

Stefan was eventually found by police and helped to walk free. Supported by us, he has been reunited with his family in Romania and is now being supported by a Romanian Victim Navigator.

“

Since I've been home, I've found it hard to find work because most companies around here take you away from home, and I need to be close to my children. I also have health issues that make it difficult to work.

But my Navigator has supported me throughout this. He has helped me get child support, health insurance and a heating allowance. I think very highly of my Navigator. He is a kind man, and he understands me.



# LOOKING TO THE FUTURE

ALTHOUGH THE FIGHT AGAINST HUMAN TRAFFICKING IS FAR FROM WON, WE KNOW WE CAN DRIVE TRANSFORMATIVE CHANGE. OVER THE COMING YEARS, WE WILL CONTINUE BUILDING ON OUR SUCCESSES AND GROWING OUR IMPACT.



## LOOKING TO THE FUTURE

# THE FIGHT GOES ON

**Although globally there are more victims of modern slavery than ever before, we remain hopeful. We know that human trafficking can be made history and will do all we can to bring this about. But our work is needed more than ever before, so we have an important year ahead.**

Over the next 12 months, we will all but double the size of our programmes in Bangladesh, deepen our roots in Romania and build on the success of our Victim Navigator Programme in the UK.

In addition, as the UK builds up to a general election, we will seek to ensure modern slavery is returned to the centre stage of British politics.

Our International Systemic Change Unit will publish critical research, and we will continue to pursue and drive partnerships that result in amplifying our efforts.

## FRONTLINE WORK

Our work in Bangladesh will grow exponentially this year – building on our success and reputation in the country.

This growth will include new investment in our Champion Survivors Programme (see page 28), work in some of the country's government-run shelter homes, providing care to young victims of human trafficking, and an expansion of our legal programme to drive successful prosecutions of traffickers.

In Romania, we have welcomed a new Country Director to our team who began work at the beginning of 2024. Madalina Turza is the country's former government Secretary of State and Prime Minister State Counsellor. Part of her responsibilities in government was to lead the country's response to human trafficking.

As well as investing in more Victim Navigators in Romania, we will be forging deeper relationships with police and prosecutors and will scope a prevention programme targeting vulnerable children and young people from the country's poorest communities.

Meanwhile, in the UK, we will build on the success of our Victim Navigator Programme and begin to explore other areas where there is an opportunity to provide stronger care to victims and target traffickers. We will continue to expand our work with the police's Regional Organised Crime Units – ensuring our work is focused on the most prolific trafficking networks.



## LOOKING TO THE FUTURE

**Beyond our vital frontline work, we will forge stronger partnerships as we work together to end slavery. We will seek to change more systems and processes and work on a longer ten-year strategy.**

## PARTNERSHIPS

While working with others is a hallmark of our work, there are a number of strategic partnerships in which we will particularly invest time and resources, namely:

- Our joint policy unit with the Centre for Social Justice
- Our work with the McCain Institute on the Global Prosecutors Consortium
- Further development of the Coalition to Stop Slavery – including looking at how we might advocate for tougher sentences for traffickers in the UK

We will also spend some time in 2024 sharing office space with our friends at Stop The Traffik while building work is carried out on our office. We hope it will lead to greater collaboration.

## SYSTEMIC CHANGE

In the UK, human trafficking has fallen significantly down the UK Government's list of priorities. Among other things, it has become conflated with immigration crime.

We will work hard to ensure that modern slavery returns to the centre stage of politics – demonstrating that the single largest group of victims in the UK are young British nationals, that the key to bringing traffickers to task is great survivor care and that the Navigator Programme should have national coverage.

We will also continue pushing for cuckooing to be recognised as a modern slavery offence.

We will work with the Labour Party to ensure they have a strong focus on the issue, should they be successful in securing power in the general election.

Our International Systemic Change Unit, meanwhile, will continue to lead on a groundbreaking study in the Philippines looking at online child exploitation. They will also produce a new report on protecting the vulnerable from trafficking in humanitarian crises, including war and natural disaster.

## A LONG-TERM STRATEGY

There are no quick solutions to combatting modern slavery. It will take focus, expertise and commitment to bring an end to the crime. We will, therefore, be working during the year to build a new ten-year organisational strategy – establishing a clear plan for the road ahead.

We expect to focus our work in key strategic locations, demonstrating in each that – with the right partnerships and strong focus – it is possible to create systems where human trafficking will not flourish.

We will also explore new innovative programmes to address cross-border trafficking, improve the protection of vulnerable populations and pursue traffickers.







# MONEY MATTERS

IN THE FOLLOWING PAGES, YOU CAN SEE OUR APPROACH TO FUNDRAISING, SOME OF THE GENEROUS ORGANISATIONS THAT BACK US AND HOW WE SPEND OUR MONEY.



## MONEY MATTERS

# Focus on fundraising

**We have continued to see significant growth in income this year - resulting in greater impact across our work. This included a highly successful BBC Radio Four Appeal, presented by television presenter Simon Thomas of Sky Sports.**

We do not outsource any fundraising, focusing on building strong, long-term partnerships with our investors. Our activity is primarily focused around income from generous individuals, trusts, foundations, institutional funders and businesses.

Further funds are raised through the UBS Optimus Foundation, whereby donors channel their funds via UBS, which then adds match funding. These funds are awarded to us under formal grant agreements and will be released over the coming years in line with our strategic plan.

We are members of the Fundraising Regulator and are fully committed to the standards and practices outlined in its Fundraising Standards Scheme.

## £2.9

MILLION RAISED  
up 17% year on year

## £139

THOUSAND  
RAISED  
through BBC Appeal

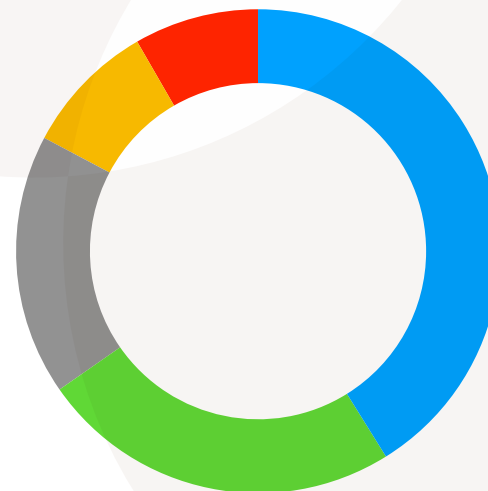
The vast majority of our fundraising activities are based on developing strong relationships. We do not use cold-calling or supplied data lists, helping to ensure that we protect vulnerable people and other members of the public from behaviour that is an unreasonable intrusion on a person's privacy, is unreasonably persistent, and/or places undue pressure on a person to give money or other property.

This year there have been no complaints in regards to our fundraising activity.

During the year, we have sought to ensure that we are fully GDPR compliant, helping to further guarantee that we do not intrude on an individual's privacy. We have also ensured a number of policies and procedures are in place, including a fundraising code of conduct policy, a donation acceptance and refusal policy, and a fundraising concern procedure.



**SIMON THOMAS MAKES THE  
RADIO 4 APPEAL ON BEHALF  
OF JUSTICE AND CARE.**



- Private Donors
- Institutional Funding
- Trusts and Foundations
- Corporate Partnerships
- Other



## MONEY MATTERS

# Roll call

We could not undertake our work without the generous support of hundreds of individuals, community fundraisers, businesses, trusts, foundations and governments. They fuel what we do, and we are forever grateful.

BPL Global

Bruderhof Communities

COFRA Foundation

Comic Relief

Community Foundation for Surrey

Essex Community Foundation

Euromonitor

Gangmasters and Labour Abuse Authority

Greater Manchester Combined Authority on behalf of Challenger

Marinus Analytics

Myriad Canada

Office of the Police and Crime Commissioner for Surrey

Scottish Government

Sussex Police & Crime Commissioner

Temple Spa

Texel Foundation

The COFRA Foundation

The Dulverton Trust

The Freedom Fund

The Swire Charitable Trust

UBS Optimus

UK Government

UNICEF

U.S. Department of State



# Trustees Report

The Trustees, who are also the Directors, present their report together with the financial statements for the year ended 31 August 2023.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing document

Justice and Care is a registered charity in England and Wales, number 1133829, and also a registered charity in Scotland, number SCO42389. It is a company limited by guarantee and not having a share capital. It is constituted by its Memorandum and Articles of Association and is governed by a Board of Trustees. Each member of the charity undertakes to contribute such amounts as may be required but not exceeding £1. The charity works closely with autonomous sister organisations in Romania and the United States of America.

### Governance and management

The day-to-day work of Justice and Care is managed by a strong executive leadership team.

The work of Justice and Care is overseen by the Trustees, who steer the overall activities of the charity through a series of meetings of the Board held four times per annum. The roles and responsibilities of the Board, Board Committees and the Executive are clearly laid out with Terms of Reference in place. Among other things, the Board is responsible for agreeing the overarching strategy, approving the annual budget and holding the Executive to account for the performance. The execution of the charity is the responsibility of the Executive. The Board is actively involved in the recruitment of senior members of staff.

The registered Directors of the company are also the Trustees. Trustees are appointed by the members in

accordance with the company's Articles of Association, and details of the Trustees are listed on page 43.

Trustees are appointed by invitation of the existing Board based on their experience and their understanding and support of the charity's objectives. Potential Trustees are identified and then approached to determine whether they are able and willing to become part of Justice and Care. Interested individuals are invited to attend a number of Trustee meetings to enable them to gain an understanding of the ethos and philosophy of management of Justice and Care. They are also given information about the activities, resources and objectives of the charity, as well as information regarding the roles and responsibilities of Trustees. At the end of this period, individuals are invited to become Trustees. An appointment is made at a formal meeting of the Board of Trustees.

As and when new Trustees are recruited, a full induction into the charity is planned in a similar way to new staff members. This includes, but is not limited to, providing key policies and procedures and training on them as appropriate. These include our Child Protection Policy, Safeguarding Vulnerable Adults Policy and Trustee Code of Conduct.

Justice and Care also has a branch office in Bangladesh, registered with the NGO Affairs Bureau in the country, and an office registered in Romania. The objectives of the work there align with our global objectives, and the results are incorporated in the financial statements of Justice and Care.

### Remuneration for key management

The Trustees manage a Remuneration Sub-Committee consisting of the Chairman and another experienced Trustee to consider detailed remuneration matters on

behalf of the Board. The Remuneration Sub-Committee reviews benchmarking data from both the charity and corporate markets to assist in setting key management remuneration. They also take into account the unique skill set required for work in the anti-trafficking sector before making remuneration recommendations to the Board for approval.

## OBJECTIVES

The charity's objectives are for the public benefit and are:

- To prevent, tackle and eliminate all forms of violation of human rights and to relieve suffering caused thereby in such parts of the world and by such charitable means as the Trustees may from time to time think fit.
- To advance education and other means to raise public awareness through the research of the causes and effects of human rights abuses and to disseminate the useful results thereof.
- To engage with volunteers and communities, to drive systemic change and to deliver prevention programmes through effective frontline work.

## PUBLIC BENEFIT

The Trustees confirm that they have complied with the duty in Section 417 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.



## TRUSTEES REPORT

### GRANT MAKING POLICY

A small amount of our budget is used to help support the work of like-minded organisations – including building their own local capacity in disciplines such as fundraising.

A robust programme of financial controls, reporting procedures, inspections and legally formalised grant agreements ensures that grants are used transparently, effectively and in accordance with agreed objectives.

The organisational health of partner organisations is also monitored alongside service delivery, including assessments of compliance with in-country legislation, ethical considerations, and safeguarding and equal opportunities policies.

This collaborative arrangement enables partner organisations to benefit from the support and expertise of Justice and Care, knowledge sharing between organisations, and the building of local capacity

### RISK MANAGEMENT

We understand the risks to victims, survivors, our people, our operations, our income and our reputation, and we take steps to minimise or eliminate risks where we have no tolerance (such as safeguarding and child protection) or low tolerance, and otherwise quantify and manage the other risks in line with our risk appetite and our client-centric approach. We ensure there are systems in place to mitigate these risks.

We keep a full risk register that is reviewed by the Board, and separately considered on a quarterly basis by Trustees and staff at the Finance and Risk Committee.

The top risks identified by the Trustees, based on the

likelihood and impact of an issue:

- **Data security** Justice and Care holds highly sensitive data relating to victims of modern slavery, live investigations and, of course, details of our staff and donors. A data breach could put operations and people at risk, having a major impact on the charity and its work.
- **Staff safety and wellbeing** Given the traumatic and higher-risk elements of our work, we recognise and prioritise this in key ways, as we engage with cases and prosecutions against criminals.
- **Targeting by organised crime groups** We know it is possible that we, as an organisation, or our staff could be targeted by organised crime groups.
- **Abuse of victims** We work with children and vulnerable adults and, therefore, must have the very highest standards of safeguarding in place for those we serve.

#### Data security – mitigating actions

We are following the very highest standards of data protection, including ensuring that staff can only access sensitive information on work devices, that data is encrypted, that we can erase equipment remotely and that we use two-factor authentication. Systems are protected using advanced malware software.

#### Staff safety and wellbeing – mitigating actions

Due to the nature of our workers, security for our staff and teams is our major priority, both within our offices and in the field. A Security and Risk Manager is employed by the charity to help ensure that we take the necessary steps to reasonably protect our workers.

Meanwhile, we continue to train staff in personal safety, undertake security assessments and ensure our lone working policy is being followed. We are careful not to allow images of our frontline staff to appear in public settings.

We have also provided frontline staff with high-quality clinical supervision and the chance to process any of the more traumatic elements of their work. We encourage the entire team to have a good work-life balance.

#### Targeting by organised crime groups – mitigating actions

Our attention to staff safety, data security and robust vetting all help protect us. The vast majority of our staff are not publicly identified; we employ a lead on security and risk and ensure that our office locations are not promoted.

#### Abuse of victims - mitigating actions

Safeguarding is embedded in all aspects of the work. Our policy is regularly reviewed and, where possible, strengthened. Its implementation is monitored through field visits and casework inspections. All frontline staff are pre-screened, and we ensure appropriate training is in place and delivered across the organisation. We have staff safeguarding leads in each country we work in, and our CEO, among others, has Level 3 safeguarding training.

## TRUSTEES REPORT

### FINANCIAL REVIEW

During the year, we continued to build a strong, sustainable financial future through our fundraising work. We expect to further grow income during 2023/24 to in excess of £3.5 million.

Justice and Care Bangladesh and Justice and Care Romania's financial statements are consolidated with the results for the UK within these group accounts.

During the year, Justice and Care Bangladesh had income of £613,897 (2021/22: £422,133) and expenditure of £658,231 (2021/22: £371,303).

Justice and Care Romania had income of £128,876 (2021/22: £157,406) and expenditure of £153,409 (2021/22: £135,375).

The consolidated results for the year, as set out in the Statement of Financial Activities, show income of £2,884,768 (2021/22: £2,465,323) and expenditure of £3,378,059 (2021/22: £2,609,786).

Total funds restricted, designated and unrestricted as at 31 August 2023 amounted to £1,943,544 (2022 £2,436,835).

Justice and Care had a sufficient level of unrestricted reserves of £1,708,300 as at 31 August 2023.

As is shown in the accounts, the remaining designated funds for the USA and Asia have been fully utilised during the financial year.

With our history of excellent results, effective partnerships and a strong fundraising team, the Trustees are confident that Justice and Care will remain a going concern.

### Reserves policy

Our reserves policy aims to strike a balance between being protected from the risk of disruption at short notice due to a lack of funds while, at the same time, ensuring that we do not withhold funds being spent on the work for longer than is necessary.

The Trustees chose a target to hold at least four months of reserves during this financial year of unrestricted funds, not committed or invested in tangible fixed assets ("the free reserves"). This balances the continued diversification of income streams and our increased success in being awarded significant multi-year grants with the ongoing global financial crisis and the impact of conflicts and political uncertainty. The trustees continue to review the exact reserves target each year – based on external and internal factors such as the organisation's strategy needs, the value of the pound, and income forecast.

In the year under review, this figure amounts to £1,398,000 compared to actual free reserves of £1,591,856.

### Volunteers

Justice and Care is incredibly grateful for the support of a number of volunteers who have helped with our work this year, both in the UK and Bangladesh.

This includes people who have provided support to survivors of trafficking, who have worked in our office, undertaken fundraising for us – including undertaking fundraising challenges – and helped with specialist skills such as marketing.

It also includes our Ambassador Group, which helps us promote the work of Justice and Care to individuals and organisations.

The support amounts to many hundreds of hours donated and has resulted in hundreds of thousands of pounds being raised.

### FUTURE PLANS

Over the next twelve months, we will continue to grow our frontline operations whilst increasing our influence as we seek to influence how governments and others across the world respond to modern slavery.

## LEADERSHIP

# LEADERSHIP

## COLLABORATION

## COURAGE

## EXPERTISE

## RELENTLESS

## PIONEERING

**TRUSTEES**

James Thomas  
Jonathan Pugh-Smith  
Jonathan Simpson  
Lucy Colman

**SENIOR MANAGEMENT**

**Global CEO** James Clarry  
**Bangladesh Country Director** Tariqul Islam  
**Director of European Operations** Cristina Huddleston  
**Director of Impact** Naomi James-Davis  
**Finance Director** Claire Walters  
**Director of Global Development and Communications** Jamie Fyleman  
**International Systemic Change Director** Nicole Munns

**Registered office** 10 Queen Street Place, London EC4R 1AG.  
**Independent auditors** Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG.  
**Solicitors** Wellers Law Group PLC.  
**Banker** HSBC Bank plc, 76 Hanover Street, Edinburgh EH2 1EL.  
**Company number** 06990037.  
**Charity numbers** 1133829 (England and Wales) SCO42389 (Scotland).



# FINANCIAL STATEMENTS

NOW TO THE FINANCES – A VIEW  
OF OUR FINANCIAL POSITION  
IN 2022/23 INCLUDING INCOME,  
EXPENDITURE, RESERVES AND  
OUR AUDITOR'S REPORT.

## FINANCIAL STATEMENTS

# Statement of Trustees' Responsibilities



**The Trustees, who are also the directors for the purposes of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable laws and regulations.**

The Trustees are required by law to prepare financial statements for each financial period, which give a true and fair view of the financial activities of the group and the charity and of its financial position at the end of the period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether the policies adopted are in accordance with the Companies Act 2006 and with applicable accounting standards and statements of recommended practice, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the company 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 charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They

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

So far as each of the Trustees is aware, at the time the report is approved:

- there is no relevant audit information of which the company's auditors are unaware;
- 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 auditors are aware of that information.

## AUDITORS

Haysmacintyre LLP have expressed their willingness to continue in office and offer themselves for re-appointment.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Signed on behalf of the Trustees  
James Thomas, Chair of Trustees  
Date: 28 May 2024



## INDEPENDENT AUDITORS REPORT

# Independent auditor's report to the members and Trustees of Justice & Care

## Opinion

We have audited the financial statements of Justice & Care for the year ended 31 August 2023 which comprise the Group Statement of Financial Activities, the Group Cash Flow and 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 group's and of the parent charitable company's affairs as at 31 August 2023 and of the group's and parent charitable company's net movement in funds, including the 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 in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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

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

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

## Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. 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 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.

## Opinions on 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' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual 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 its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.



## INDEPENDENT AUDITORS REPORT

### Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 36, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the 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.

### Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities,

including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act and the Charities Act 2011 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of override of controls, and determined that the principal risks were related to the completeness and cut-off of donation income. Audit procedures performed by the engagement team included:

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation

is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

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



Vikram Sandhu (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditor  
Date: 29 May 2024

10 Queen Street Place  
London  
EC4R 1AG



## FINANCIAL STATEMENTS

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(including Income and Expenditure Account)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

	Notes	General Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
<b>INCOME FROM:</b>					
Donations and legacies:					
Individual and corporate donations	2	1,647,486	1,210,459	2,857,945	2,453,870
Charitable activities:					
Fundraising events		12,049	-	12,049	11,453
Investment income	3	14,774	-	14,774	-
<b>TOTAL INCOME</b>		<b>1,674,309</b>	<b>1,210,459</b>	<b>2,884,768</b>	<b>2,465,323</b>
<b>EXPENDITURE ON:</b>					
Raising funds:	4				
Generating voluntary income		295,843	-	295,843	257,490
Charitable activities:					
Grant making	5	529,664	-	529,664	260,904
Other charitable expenditure	6	765,842	1,786,710	2,552,552	2,091,392
<b>TOTAL EXPENDITURE</b>		<b>1,591,349</b>	<b>1,786,710</b>	<b>3,378,059</b>	<b>2,609,786</b>
Net-expenditure for the year		82,960	(576,251)	(493,291)	(144,463)
Foreign exchange differences		-	-	-	61,922
Transfer between funds	14	(513,795)	513,795	-	-
Funds brought forward at 1 September 2022	15	2,139,135	297,700	2,436,835	2,519,376
<b>FUNDS CARRIED FORWARD AT 31 AUGUST 2023</b>		<b>1,708,300</b>	<b>235,244</b>	<b>1,943,544</b>	<b>2,436,835</b>

All transactions during the year are derived from continuing activities. All recognised gains and losses are included in the statement of financial activities. Full comparative figures for the year ended 31 August 2022 are shown in note 21. The notes on pages 52 - 62 form part of these financial statements.



## FINANCIAL STATEMENTS

**JUSTICE & CARE CONSOLIDATED BALANCE SHEET**  
**AS AT 31 AUGUST 2023 company number: 06990037**

	Notes	Group		Charity	
		2023	2022	2023	2022
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	11	116,444	138,036	46,887	59,881
<b>CURRENT ASSETS</b>					
Debtors	12	85,189	127,966	69,432	95,100
Cash at bank and in hand		1,868,987	2,321,947	1,851,872	2,259,802
<b>TOTAL CURRENT ASSETS</b>		<b>1,954,176</b>	<b>2,449,913</b>	<b>1,921,304</b>	<b>2,354,902</b>
<b>CREDITORS</b> (amount falling due within one year)					
	13	(127,076)	(151,114)	(95,839)	(118,005)
<b>NET CURRENT ASSETS</b>		<b>1,827,100</b>	<b>2,298,799</b>	<b>1,825,465</b>	<b>2,236,897</b>
<b>NET ASSETS</b>		<b>1,943,544</b>	<b>2,436,835</b>	<b>1,872,352</b>	<b>2,296,778</b>
<b>FUNDS OF THE CHARITY</b>					
	14				
Unrestricted funds		1,708,300	2,139,135	1,637,108	1,999,078
Restricted funds		235,244	297,700	235,244	297,700
<b>TOTAL FUNDS</b>		<b>1,943,544</b>	<b>2,436,835</b>	<b>1,872,352</b>	<b>2,296,778</b>

The financial statements consolidate the UK operations (the charity), the overseas branch of Justice & Care Bangladesh operation and the subsidiary based in Romania. A separate statement of financial activities for the charity has not been presented because the charity has taken advantage of the exemption offered by Section 408 of the Companies Act 2006. The movement of funds of the parent charity was a deficit of £424,424 (2022: £160,555)

Approved and authorised for issue by the Trustees on 28 May 2024

TRUSTEE

TRUSTEE

The notes on pages 52 to 62 form part of these financial statements.

## FINANCIAL STATEMENTS

### CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 AUGUST 2023

	2023	2022
	£	£
Cashflows from operating activities	(450,910)	(38,542)
Cashflows from investing activities		
Interest income	14,774	-
Purchase of fixed assets	(16,824)	(67,892)
Cash used in investing activities	(2,050)	(67,892)
(Decrease)/increase in cash and cash equivalents	(452,960)	(106,434)
Cash and cash equivalents at the beginning of the year	2,321,947	2,428,381
<b>TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	<b>1,868,987</b>	<b>2,321,947</b>

#### a) RECONCILIATION OF NET INCOME TO CASH INFLOW FROM OPERATING ACTIVITIES

Net expenditure for the year	(493,291)	(82,541)
Add back depreciation charge	41,632	36,374
Adjustment for balance sheet foreign exchange	(3,216)	(2,413)
Interest received	(14,774)	-
Decrease/(increase) in debtors	42,777	(44,517)
(Decrease)/increase in creditors	(24,038)	54,555
<b>NET CASH USED IN OPERATING ACTIVITIES</b>	<b>(450,910)</b>	<b>(38,542)</b>

There was no debt held by the charity within the current or prior year.





## FINANCIAL STATEMENTS

### NOTES FOR FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2023

#### 1 - ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation undertaken in the preparation of the financial statements are as follows:

##### Statement of compliance

The financial statements are prepared under the historical cost convention as modified to include the revaluation of investments. The format of the financial statements has been presented to comply with the Companies Act 2006 and Charities Act 2011, FRS102 The Financial Reporting Standard applicable in the UK and Ireland and the Statement of Recommended Practice Accounting and Reporting by Charities ("SORP 2015"). The charity is a public benefit entity as defined by FRS102.

##### General information

The charity is a private company limited by guarantee, incorporated in England and Wales (company number: 06990037), a charity registered in England and Wales (charity number: 1133829) and a charity registered in Scotland (charity number SC042389). The charity's registered office address is 10 Queen Street Place, London, EC4R 1AG.

##### Basis of accounting

The financial statements have been prepared under the Companies Act 2006 and Charities Act 2011 on the historical cost convention which is consistent with the prior year.

##### Going concern

Our reserve position remains healthy, with some further planned utilisation of the reserves in the current financial year. Our diversified income streams, including a relatively small but committed donor base alongside increased multi-year funding commitments by key institutional funders strengthen Trustees confidence that Justice & Care remains a going concern. Our fundraising team has a strong history of excellent results, and we continue to invest in this team, recruiting new talent to further drive growth in income.

##### Significant judgements and sources estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately may differ from those estimates. The Trustees consider that there are no areas of judgement and estimation that have a significant effect on the financial statements.

##### Income and endowments

All income and endowments are recognised when the criteria of entitlement, measurement and probability of receipt have been satisfied.

##### Income

Donations are accounted for on a received basis. Legacies are recognised on a receivable basis, when the conditions of entitlement, probability and measurement are met. Where the probability and/or measurement criteria for legacies and donations are not satisfied as at the balance sheet date but subsequent events resolve the uncertainty such that the criteria are met, an adjustment is made to recognise the income.

Gifts in kind donated to the charity for its own use are included in income and expenditure at their market value as at the time of the gift.

##### Expenditure

Expenditure is recognised as soon as the related liability is incurred and has been classified under headings that aggregate all costs relating to that category. Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure.

Employment benefits, including holiday pay, are recognised

in the period in which they are earned. Termination benefits are recognised in the period in which the decision is made and communicated to the relevant employee(s).

Expenditure on raising funds comprises fundraising costs.

Expenditure on charitable activities comprises expenditure directly related to the provision of charitable purposes.

Support costs represent indirect costs relating to raising funds and the charity's charitable activities. Support costs, including governance costs, are allocated to activities on bases that represent the Trustees' best estimate of actual use. The bases used to allocate costs to the above categories of expenditure are set out in note 6.

Governance costs comprise the costs of running the charity, including strategic planning for its future development, auditors' remuneration, certain legal costs and all costs of complying with constitutional and statutory requirements, such as costs of Board meetings and of preparing the statutory accounts.

##### Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. Items of furniture, apparatus and equipment, other than computers, costing less than £500 are charged against income in the year of purchase.

Depreciation is provided on fixed assets to write off their cost less estimated residual value over their estimated useful economic life by equal annual instalments as follows:

Computer and office equipment	25%
Website costs	20%
Leasehold improvements	over the life of the lease

The carrying values of tangible fixed assets are reviewed for impairment in accordance with the requirements of FRS102.

## FINANCIAL STATEMENTS

### NOTES FOR FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2023

#### 1 - ACCOUNTING POLICIES (CONTINUED)

##### Financial instruments

Basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable are accounted for on the following basis:

##### Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within current liabilities.

##### Debtors and creditors

Debtors and creditors are measured at the transaction price less any provision for impairment. Any losses arising from impairment are recognised as expenditure.

##### Leases

Rentals paid under operating leases are charged to income on a straight-line basis over the lease term.

##### Funds

General funds comprise the accumulated surplus or deficit from the Statement of Financial Activities, are neither restricted nor designated funds. They are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated funds comprise funds that have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated unrestricted funds are set out in the notes to the accounts.

Restricted income funds comprise unexpended balances of donations and grants held in trust to be applied for specific purposes. Restricted funds are funds subject to specific restricted conditions imposed by the donors.

##### VAT

Irrecoverable VAT is included within the category of expenditure for which it was incurred.



## FINANCIAL STATEMENTS

NOTES FOR FINANCIAL STATEMENTS  
YEAR ENDED 31 AUGUST 2023

## 2 - DONATIONS AND LEGACIES

	Unrestricted 2023 £	Restricted 2023 £	Total 2023 £	Total 2022 £
Individual donations	690,259	134,834	825,093	569,038
Corporate donations	46,781	111,735	158,516	280,148
Trusts, foundations and institutional funders donations	831,253	963,890	1,795,143	1,553,285
Gift aid on donations	79,193	-	79,193	51,399
	1,647,486	1,210,459	2,857,945	2,453,870

In 2022, donations and legacies was £2,453,870, of which unrestricted income amounted to £1,341,814 and restricted income amounted to £1,112,056.

During the year ended 31 August 2023 the following Trust, foundations and institutional funders supported the work of the Group and the amounts below are included in the table above.

	Restricted 2023 £	Restricted 2022 £
Sussex Police and Crime Commissioner	39,789	-
Greater Manchester Combined Authority	29,157	4,000
The Dulverton Trust	-	35,000
The Swire Charitable Trust	30,000	-
UK Government	143,396	-
Comic Relief	90,506	80,593
U.S. Department of State, Trafficking in Persons Fund - The Freedom Fund	111,936	-

## 3 - INVESTMENT INCOME

	Unrestricted 2023 £	Restricted 2023 £	Total 2023 £	Total 2022 £
Bank interest	14,774	-	14,774	-

## 4 - COSTS OF GENERATING FUNDS

	2023 £	2022 £
Staff costs	261,498	219,836
Fundraising costs	34,338	36,209
Website and related costs	7	1,445
	295,843	257,490

Costs of generating funds totalling £295,843 (2022: £257,490) was unrestricted.



## FINANCIAL STATEMENTS

NOTES FOR FINANCIAL STATEMENTS  
YEAR ENDED 31 AUGUST 2023

## 5 - CHARITABLE EXPENDITURE

	2023 £	2022 £
<b>Grants</b>		
Grants	311,690	109,004
Allocation of support costs (see note 6)	217,974	151,900
	529,664	260,904
<b>Other charitable expenditure</b>		
Staff costs	1,473,563	1,066,086
Travel and other costs	695,465	718,722
Allocation of support costs (see note 6)	383,524	306,584
	2,552,552	2,091,392

During the year, expenditure on charitable activities was £3,076,236 (2022: £2,400,590) of which unrestricted expenditure was £1,289,526 (2022: £302,990) and restricted expenditure was £1,786,710 (2022: £1,788,382).

## 6 - SUPPORT COSTS

	2023 £	2022 £
Staff costs	192,735	116,833
Rent and premises costs	105,996	99,233
Insurance	10,697	14,078
Printing, Stationery and telephone	14,320	24,116
IT and equipment	49,918	48,290
Professional fees	80,928	51,323
Depreciation	41,632	24,137
Governance costs (see note 7)	62,475	35,185
Other costs	42,797	45,289
	601,498	458,484

Support costs are allocated to charitable activities on the basis of the cost of delivery.

## 7 - GOVERNANCE COSTS

	2023 £	2022 £
Legal fees	4,020	-
Audit fees	30,941	28,664
Consultancy fees	20,300	6,521
Other accountancy fees	7,214	-
	62,475	35,185

## FINANCIAL STATEMENTS

NOTES FOR FINANCIAL STATEMENTS  
YEAR ENDED 31 AUGUST 2023

## 8 - AUDITOR'S REMUNERATION

	2023 £	2022 £
Fees payable to the group's auditor for the audit of the group's annual accounts	25,630	18,570
Fees payable to the group's auditor for all other non-audit services	2,173	2,053

## 9 - NET INCOME

	2023 £	2022 £
<b>Net income is stated after charging:</b>		
Depreciation	41,632	23,680
Auditor's remuneration - audit	25,630	20,000
	67,261	43,680

## 10 - STAFF COSTS AND NUMBERS

	2023 £	2022 £
Wages and salaries	1,706,824	1,217,121
Social security costs	151,321	129,730
Pension contributions	69,651	55,904
	1,927,796	1,402,755

## The average number of staff employed by the group during the year was:

	2023 No.	2022 No.
Direct charitable activities	45	37
Support	13	11
	58	48

## Employees whose emoluments exceeded £60,000 per annum:

	2023 No.	2022 No.
£60,000 - £69,999	-	1
£70,000 - £79,999	2	1
£80,000 - £89,999	1	-
£100,000+	-	1

No Trustees received remuneration during the year (2022: £nil). No Trustees (2022: nil) received reimbursement of expenses during the year.

The total employee benefits (including employee pension contributions) of the key management personnel were £430,073 in relation to 6 directors (2022: £403,903 in relation to 5 directors).

## FINANCIAL STATEMENTS

NOTES FOR FINANCIAL STATEMENTS  
YEAR ENDED 31 AUGUST 2023

## 11 - FIXED ASSETS

	Group Office & IT equipment	Charity Office & IT equipment
<b>Cost</b>		
At 1 September 2022	235,746	139,854
Additions	34,524	12,911
Foreign exchange	(17,700)	-
At 31 August 2023	252,570	152,765
<b>Depreciation</b>		
At 1 September 2022	97,710	79,973
Charge for year	41,632	25,905
Foreign exchange	(3,216)	-
At 31 August 2023	136,126	105,878
<b>Net book value</b>		
At 31 August 2022	138,036	59,881
At 31 August 2023	116,444	46,887

## 12 - DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	47,103	1,280	47,103	1,280
Other debtors	17,503	19,550	11,507	11,500
Prepayments and accrued income	20,583	107,136	10,822	82,320
	85,189	127,966	69,432	95,100

## 13 - CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	15,626	53,040	9,949	42,882
Accruals	54,715	37,877	37,883	37,877
Taxation and social security	42,901	45,619	39,178	37,246
Other creditors	13,834	14,578	8,829	-
	127,076	151,114	95,839	118,005





## FINANCIAL STATEMENTS

NOTES FOR FINANCIAL STATEMENTS  
YEAR ENDED 31 AUGUST 2023

## 14 - GROUP FUNDS

## 2023

	At 1 September 2022	Income	Expenditure	Transfer & Foreign Exchange	At 31 August 2023
<b>Unrestricted</b>					
General	1,804,135	1,674,309	(1,256,349)	(513,795)	1,708,300
Designated	335,000	-	(335,000)	-	-
	2,139,135	1,674,309	(1,591,349)	(513,795)	1,708,300
<b>Restricted</b>					
Asia Specific funding	90,915	206,046	(379,736)	164,314	81,539
European specific funding	102,230	895,647	(1,023,011)	110,831	85,697
Expert Network	29,729	-	-	(29,729)	-
Joint unit	-	36,000	(104,819)	68,819	-
Systemic change	74,826	72,766	(279,144)	199,560	68,008
	297,700	1,210,459	(1,786,710)	513,795	235,244
<b>Total funds</b>	2,436,835	2,884,768	(3,378,059)	-	1,943,544

## Transfers between funds

Where the restricted funds provided were less than the costs of the project, the deficit was met from unrestricted funds.

## Designated and restricted funding

During the year, one designated fund brought forward of £335,000 has been fully utilised in our work in the USA and Asia. As at 31 August 2023, £235,244 (2022: £297,700) is held in restricted funds.

## Work in Asia

We have £81,539 (2022: £90,915) of restricted funds held at the year end - we expect this to be fully spent in 2023/24 for our work in Asia. The Trustees had previously designated £285,000 to support our prevention, repatriation, aftercare and legal work in Bangladesh. This was fully utilised in 2023, and as a result of the multi-year grants secured for our work in Bangladesh, no further designation is deemed necessary.

## Romania

We continue to receive restricted funding in Romania which is short term in nature and, therefore, fully utilised within the year in which it was received.

## USA

The Trustees designated £50,000 in 2022 to establish Justice & Care in the US - to pay for staff, scoping and organisational development – this fund was fully utilised during 2023.

## UK

In the UK, we hold restricted funds for our Victim Navigator Programme of £68,624 (2022: £85,698). These grants received are expected to be fully spent in 2023/24.

## Joint unit

Restricted donations were received towards the Modern Slavery Policy Unit, which we run in partnership with the Centre for Social Justice.

## Systemic change

Restricted donations were received during the year for our international systemic change work, with £68,008 (2022: £74,826) being held at the year-end.

## FINANCIAL STATEMENTS

## 14 - GROUP FUNDS (CONTINUED)

2022	At 1 September 2021	Income	Expenditure	Transfer & Foreign Exchange	At 31 August 2022
<b>Unrestricted</b>					
General	1,131,137	1,353,267	(771,384)	91,115	1,804,135
Designated	1,285,000	-	(50,000)	(900,000)	335,000
	2,416,137	1,353,267	(821,384)	(808,885)	2,139,135
<b>Restricted</b>					
Asia Specific funding	-	255,909	(537,493)	372,499	90,915
European specific funding	49,961	730,201	(919,064)	241,132	102,230
Expert Network	29,729	-	-	-	29,729
Joint unit	-	51,120	(89,561)	38,441	-
Systemic change	23,549	74,826	(242,264)	218,735	74,846
	103,239	1,112,056	(1,788,382)	870,807	297,720
<b>Total funds</b>	2,519,376	2,465,323	(2,609,766)	61,922	2,436,855



## FINANCIAL STATEMENTS

### NOTES FOR FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2023

#### 15 - ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Restricted funds £	Unrestricted funds £	Total funds £
<b>Fund balances at 31 August 2023 are represented by:</b>			
Tangible fixed assets	-	116,444	116,444
Current assets	235,244	1,718,932	1,954,176
Current liabilities	-	(127,076)	(127,076)
	235,244	1,708,300	1,943,544

#### Analysis of group net assets between funds (2022)

	Restricted funds £	Unrestricted funds £	Total funds £
<b>Fund balances at 31 August 2022 are represented by:</b>			
Tangible fixed assets	-	138,036	138,036
Current assets	297,700	2,152,213	2,449,913
Current liabilities	-	(151,113)	(151,113)
	297,700	2,139,136	2,436,836

#### 16 - PENSION COMMITMENTS

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £69,651 (2022: £55,904). Contributions totalling £8,829 (2022: £nil) were payable to the fund at the balance sheet date and are included in creditors.

#### 17 - RELATED PARTIES

During the year, three trustees made donations totalling £129,928 (2022: three trustees made donations totalling £129,688. Additionally, one trustee facilitated a grant donation of £41,735 to the charity, through their employer (2022: £40,611).

#### 18 - TAXATION

The company is a registered charity. No UK corporation tax liability arises.

#### 19 - JUSTICE & CARE (BANGLADESH)

Justice & Care has a branch office in Bangladesh, registered with the NGO Affairs Bureau in the country. The objectives of the work there align with our global objectives, and the results are incorporated in the financial statements of Justice & Care. Income for the year was £613,897 (2022: £422,133) and expenditure was £658,231 (2022: £371,303), resulting in a deficit of £44,334 (2022: surplus £52,586).

#### 20 - JUSTICE & CARE (ROMANIA)

Justice & Care has a subsidiary (by virtue of common control) in Romania, registered with the ANAF (Agentia Nationala De Administrare Fiscala). The objectives of the work there align with our global objectives, and the results are incorporated in the financial statements of Justice & Care. Income for the year was £128,876 (2022: £157,406), and expenditure was £153,409 (2022: £135,375), resulting in a deficit of £24,533 (2022: surplus of £23,015).

## FINANCIAL STATEMENTS

NOTES FOR FINANCIAL STATEMENTS  
YEAR ENDED 31 AUGUST 2023**21 - COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL  
ACTIVITIES (2022)**

	Note	General funds £	Unrestricted funds £	Total 2022 £
<b>Income from:</b>				
<b>Donations and legacies:</b>				
Individual and corporate donations	2	1,341,814	1,112,056	2,453,870
Charitable activities				
Fundraising events		11,453	-	11,453
<b>Total income</b>		<b>1,353,267</b>	<b>1,112,056</b>	<b>2,465,323</b>
<b>Expenditure on:</b>				
<b>Raising funds</b>				
Generating voluntary income	3	257,490	-	257,490
<b>Charitable activities</b>				
Grant making	5	260,904	-	260,904
Other charitable expenditure	6	302,990	1,788,402	2,091,392
<b>Total expenditure</b>		<b>821,384</b>	<b>1,788,402</b>	<b>2,609,786</b>
<b>Net income/(expenditure) and movement in funds</b>				
		531,883	(676,346)	(144,463)
Foreign exchange differences	14	61,922	-	61,922
Transfers between funds	14	(870,807)	870,807	-
Funds brought forward at 1 September 2021	14	2,416,137	103,239	2,519,376
<b>Funds carried forward at 31 August 2022</b>		<b>2,139,135</b>	<b>297,700</b>	<b>2,436,835</b>





“

*Justice and Care made me feel I was not alone.  
The support was like a friend and I started to live  
as a human being.*

**Saleha\*** Champion Survivor

# THANK YOU

We have joined forces with some exceptional companies and individuals to create our annual report. We want to name and thank those who have played a particularly significant role, always going the extra mile and, in many cases, giving their time and expertise for free.

First and foremost, we would like to thank the team at the strategic and creative communications agency Emperor - we really couldn't have done this without you - a particular thanks to Miles, Tracy, Maya, Jenni and Gideon.

Getting the design to come alive, we are thankful for the ever patient Mark from eyemultimedia.

Images of our work were almost all captured by Tom Price (Bangladesh images and those of the Global Consortium) and Hazel Thompson (who joined us in Romania and on operations in the UK).

Helping us to get our words right, a warm thanks to Dominic Murphy. Making sure the i's are dotted and the t's crossed - a big thanks to Victoria Basini. We are so grateful for all your work correcting our errors and improving our prose!

If you have checked out some of the linked multimedia content from Bangladesh and the Global Consortium, we are as thankful as ever to the brilliant Aaron at Migongo Films.



@justiceandcare

England and Wales Charity No 1133829  
Scotland Charity No SC042389

