



# JOINING FORCES TO END MODERN SLAVERY

JUSTICE & CARE  
Annual report and financial statements  
For the 16-month period ended 31 December 2024





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

## JUSTICE &amp; CARE

# Our work in a nutshell

**Modern slavery is a huge problem. No single charity, government or other body can solve it on their own. This is why our purpose to join forces to end modern slavery is critical.**

We help exploited men, women and children to walk free, and empower them to rebuild their lives. We keep vulnerable communities safe, work with police and the judiciary to pursue those responsible for human trafficking, and use our frontline experience to partner with governments to bring about change at scale.

We focus our multi-award winning work in three strategic locations – Bangladesh, Romania and the UK. In each we seek to demonstrate that with innovation and collaboration, it is possible to significantly reduce human trafficking.

In this annual report we showcase the impact of our work and the thinking of some of those we partner with – demonstrating that together we can combat this most horrendous of crimes.

**Thank you for being part of our journey.**

## Modern slavery in numbers

50M<sup>1</sup>  
ESTIMATED GLOBAL  
VICTIMS

122,000<sup>2</sup>  
VICTIMS IN THE UK

1 in 4<sup>3</sup>  
CHILD VICTIMS OF  
MODERN SLAVERY

53%<sup>4</sup>  
PROPORTION OF  
WOMEN AND GIRL  
VICTIMS

\$236B<sup>5</sup>  
GLOBAL PROFITS FOR THE CRIMINALS  
RESPONSIBLE FOR SLAVERY

<sup>1</sup> International Labour Organization (ILO), Global Estimates of Modern Slavery Forced Labour and Forced Marriage, 2022

<sup>2</sup> Walk Free, Global Slavery Index, 2023

<sup>3</sup> ILO, Global Estimates of Modern Slavery Forced Labour and Forced Marriage, 2022

<sup>4</sup> Unseen, 2025

<sup>5</sup> ILO, Profits and poverty: The economics of forced labour, 2024





# From one to many: How we create change

**We believe every life changed can help change the system. Our frontline work with survivors not only helps individuals walk free and rebuild their lives - it generates the insights we need to drive national policies, strengthen justice systems and prevent others from being exploited.**

**This report tells the story of how we turn individual impact into change at scale, as we join forces with others including investors, governments, police, business, charities, community groups and most importantly survivors.**

We do that because we have a fundamental belief that the only way we can bring an end to modern slavery is by working together with others – shaping laws, sharing great practice and ensuring there is a united approach.

An example of this is helping the Bangladesh Government by developing guidelines for working on investigations that span across borders - although laws were in place allowing for evidence that was gathered in other countries to be used in prosecutions for human trafficking, they rarely were.

Our guidelines – which took two years of work to produce - have now been officially endorsed by the Government and we have worked with partners in other countries and the police in Bangladesh to ensure that they are implemented. They will not only have an impact on cases of human trafficking, but also other cross-border crime.



WELCOME JAMES THOMAS – CHAIRMAN

# Moving forward in a time of change

**It has been quite a year for Justice & Care – or, to be more precise, 16 months, as we have extended our financial year to match the calendar year going forward.**

During this period, we have seen significant global change, particularly in the countries where we work. In the UK, there was a new government, in Bangladesh we saw the overthrow of an authoritarian regime, and in Romania, there was a disputed presidential election.

But through it all, Justice & Care has forged ahead and remained a lifeline for those caught in the grip of modern slavery. I am immensely proud of how our teams have adapted and pressed forward to drive positive change globally.

We have continued to achieve phenomenal impact across our operations, delivering more than 7,000 services to 1,951 survivors and vulnerable individuals - including aftercare, prevention and legal support.

Behind every one of those figures is a person and their story - incredible people who find the strength to work towards recovery and justice after being exploited in the most brutal of circumstances.

Courage is one of our organisational values, but nowhere is it more evident than in the survivors we support. Take the male survivor on page 33 - who bravely stood against a powerful criminal network who exploited him and 15 others in

McDonald's and a bakery supplying major supermarkets in the UK. That same courage is mirrored in our Victim Navigator team, who fought alongside the survivors in this case for four years, helping to secure over 49 years of collective sentencing for the traffickers.

In the UK, our Navigator programme has been recommended for nationwide adoption in reports from both the House of Commons Home Affairs Select Committee and a House of Lords committee. No one else has a programme like this. It is genuinely pioneering, like so much of our work.

Relentlessness, excellence and collaboration are Justice & Care's other values. They too are not just words on a page, but principles lived out daily and you will see them running deep and wide in the stories that are woven throughout this report.

In the UK and Bangladesh, which represent the vast majority of our operations and investment, we have an established presence on the ground and have achieved more systemic change during this reporting period than ever before, thanks to our significant engagement with government.

In January, the UK Government announced that they would finally make cuckooing a crime following years of campaigning from our team. Meanwhile, in Bangladesh, our work supporting young women and girls who are victims of exploitation, abuse and neglect is transforming survivor care in government shelter homes.

The work in Bangladesh is a powerful reflection of our commitment to excellence - as trusted figures in the fight against human trafficking, we continue to help shape the national response to this crime. Just one example of this is our team developing the technology platform for the Bangladesh Government's planned new National Referral Mechanism, which will help identify and track the support of countless potential victims of modern slavery – see page 21.

In Romania, our small team has recently stepped down, and we have decided to suspend operations for the time being. We are proud of what we have achieved in the short time we have been working there and are dedicated to working with other NGOs to ensure the survivors we serve receive ongoing support.

Collaboration is at the heart of what we do – take our research with partners exposing the heartbreaking phenomenon of child trafficking in Romania, which we have been sharing far and wide across the country, as seen on page 45.

We know we will only end this crime if we join forces with others – and Justice & Care will continue to work across borders, organisations and sectors until this becomes a reality.

As ever, I remain enormously grateful for my fellow Trustees, the staff of Justice & Care and our supporters who make all this work possible through their generosity. Thank you for standing with us.

**James Thomas**  
Chairman



**“Relentlessness, excellence and collaboration are Justice & Care's other values. They too are not just words on a page, but principles lived out daily and you will see them running deep and wide in the stories that are woven throughout this report.”**

## IMPACT

# The year in numbers

132

VICTIMS REMOVED  
FROM EXPLOITATION

1,951

SURVIVORS AND  
VULNERABLE  
PEOPLE SUPPORTED

46

SUSPECTED  
TRAFFICKERS  
ARRESTED

219

SURVIVORS HELPED  
TO RETURN HOME

78

EXPLOITERS  
CONVICTED

£150,800

COMPENSATION AWARDED  
TO SURVIVORS

787

BANGLADESH BORDER  
GUARDS TRAINED

2,690

VULNERABLE PEOPLE  
RECEIVING PREVENTION  
EDUCATION

5,411

FRONTLINE  
PROFESSIONALS  
TRAINED IN VICTIM  
IDENTIFICATION AND  
CARE

570

YEARS OF COMBINED  
PRISON SENTENCES

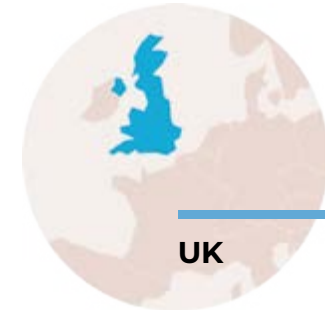
45

CROSS-BORDER  
INVESTIGATIONS  
SUPPORTED  
BETWEEN  
BANGLADESH AND  
INDIA



## SNAPSHOT

# Our achievements at scale – a snapshot



- Landmark legislation will make cuckooing a crime in the UK, thanks to three years of determined campaigning from us, in partnership with the Centre for Social Justice (CSJ). See page 39.
- Parliament's Home Affairs Select Committee and a House of Lords committee have both recommended the national roll-out of our Victim Navigator programme, strengthening the case for statutory funding for the Programme.
- Our UK Policy Team worked with our frontline team to publish a landmark report on labour exploitation in the UK. The report investigates the conditions that have enabled labour exploitation to become the second-largest known form of modern slavery in the UK, exploring how it has permeated all parts of society.

Louise Gleich, our Policy, Research and Advocacy Lead, is interviewed on Sky News following our successful campaign





## SNAPSHOT



### BANGLADESH

- Guidelines we drafted for the Bangladesh Government have been tested and formally adopted by the government. They are being rolled out to all law enforcement nationwide to help improve human trafficking victim identification and strengthen the evidential basis for prosecutions across the country.
- We developed a new digital platform for the Bangladesh Government that will help police and others to register victims of human trafficking and then refer them into the services they need as part of the country's planned new National Referral Mechanism.
- Thanks to our work, an official label of 'socially disabled' used to describe young women and girls who are victims of exploitation, abuse and neglect and housed in government shelter homes has been scrapped.



### ROMANIA

- Following the team's advocacy work, the National Agency against Trafficking in Persons (ANITP) has indicated it will include Victim Navigators in its new anti-trafficking strategy.
- The team has brokered unprecedented partnerships with key government bodies, including the Ministry of Education and the National Agency for Equality between Men and Women. This improved coordination will help tackle trafficking.
- Justice & Care Romania established the Romanian Anti-Child Trafficking (ROACT) working group - the first of its kind in the country. This focuses on preventing and combatting child trafficking and shares information with the National Anti-Trafficking Coordination Committee in the Romanian Government.



Advocate Amrita Sarker, Senior Legal Officer, Justice & Care Bangladesh



# VIEWPOINT – JESS PHILLIPS MP

**SAFEGUARDING MINISTER JESS PHILLIPS  
ON HER ASPIRATIONS FOR THE FIGHT  
AGAINST MODERN SLAVERY, WHY SHE'S  
A FAN OF OUR NAVIGATOR PROGRAMME  
– AND THE IMPORTANCE OF PUTTING  
SURVIVORS FRONT AND CENTRE.**



## VIEWPOINT JESS PHILLIPS MP

### **Q. Why is tackling modern slavery so important to you?**

I will always be an advocate for those affected by modern slavery and human trafficking. I have seen first-hand the impact that modern slavery has on individuals and communities. It deprives individuals of their freedom and dignity while inflicting immeasurable harm on families, communities and society as a whole.

The passing of the Modern Slavery Act was a landmark moment. We have made great progress together in fighting this heinous crime and supporting survivors, but there is considerably more work to be done. Knowing there is more to do is my motivation for enacting change.

### **Q. How can we improve the current system for survivors of modern slavery?**

Good victim support is the way you get a system that works.

We have recently launched the tender for the new Support for Victims of Modern Slavery contract. This will replace the current Modern Slavery Victim Care Contract, and aims to deliver positive outcomes for adult victims, supporting them to achieve long-term stability, live independently, and reduce their risk of re-exploitation.

Through our Call for Evidence on reforming the identification system, we will be looking at changes that could be made to definitions of victims of modern slavery, what happens when victims are initially identified by frontline

professionals and the formal National Referral Mechanism (NRM) decision-making process.

Alongside this we must also pursue traffickers on charges of modern slavery – not just lesser charges – ensuring that we stop the cycle of these heinous crimes.

### **Q. How important is the inclusion of survivor voice in your work?**

Embedding the voices of people with lived experience in policymaking is essential to achieving better outcomes and making sure our work positively impacts those we intend for it to.

I would like to thank the Justice & Care Victim Navigators who I went to see in Leicester. It is evident that there is a clear passion to not only help survivors in their recovery and improve their lives, but to also aid the police in their response and understanding of such crimes to bring perpetrators to justice.



**It is evident that Navigators have a clear passion to not only help survivors in their recovery and improve their lives, but to also aid the police in their response and understanding of such crimes to bring perpetrators to justice.**





WELCOME JAMES CLARRY – CEO

# Demonstrating change

**Ten years ago, the UK introduced groundbreaking legislation – the Modern Slavery Act 2015. This brought in, among other things, the potential of life sentences for traffickers and the obligation for large companies to make modern slavery statements outlining their approach to the issue. The legislation sparked similar laws around the world.**

But, as I write a decade later in 2025, human trafficking is still growing. Globally, there are more victims than ever before. Conviction rates remain low, many businesses are not taking corporate responsibility, and public awareness remains a challenge.

A wise person once told me: “Justice requires those who are unaffected by the injustice to be equally outraged as those who are directly affected.”

Every person we support spurs us on in our mission to end modern slavery.

Take the story on page 28 about the girl who was trapped in brutal exploitation in India, when she was just 13 years old.

She waited 13 years to see justice against her

traffickers - a painful and unnecessary wait that mirrors the experience of countless survivors around the world.

If we are going to see change over the next decade - not only supporting survivors, but preventing people being taken in the first place – a different approach is needed. It needs to be focused, coordinated and evidence-based. As Jess Phillips points out on page 9, we must stop the cycle of this heinous crime.

The need to concentrate on developing models that really work and can be reproduced is the essence of our new strategy. We want to have a laser focus on how we increase our influence and impact, as opposed to necessarily our budget or geographical reach. We want to demonstrate that by collaborating with others on substantive programmes delivering meaningful impact in a relatively small number of countries – we can move the needle on human trafficking. In doing so, we will create approaches that can be reproduced elsewhere. We will do everything we can to share our learnings and great practice.

Of course, the issue of human trafficking is broad, as are its causes, and we cannot do everything. That's why we join forces to end modern slavery – knowing

that together, each playing to their own strengths, we are stronger.

Our focus is on two strategic pillars where we have world class expertise – safety for the vulnerable and risk for traffickers. Cross-cutting themes run across both: a commitment to join forces, a focus on creating change at scale, and operational and organisational excellence. Increasingly we see ourselves focusing upstream, where we will ensure the right systems and protections are in place to stop people being trafficked in the first place.

These pillars and themes are in the DNA of Justice & Care. You can see evidence of them throughout this report. I hope what you read leaves you inspired by our work – as I am every day.

“

**A wise person once told me “Justice requires those who are unaffected by the injustice to be equally outraged as those who are directly affected.”**



**James Clarry**  
CEO

**WELCOME**

## SAFETY FOR THE VULNERABLE

We seek to ensure the most vulnerable individuals, families and communities are kept safe.



GO TO PAGE 13 FOR MORE INFORMATION



## RISK FOR TRAFFICKERS

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



GO TO PAGE 14 FOR MORE INFORMATION



SCAN THE QR CODE TO  
VIEW OUR STRATEGY  
FRAMEWORK



# OUR STRATEGY

**WE HAVE A CLEAR VISION AND APPROACH TO ENSURE HUMAN TRAFFICKING IS SIGNIFICANTLY REDUCED IN THE STRATEGIC LOCATIONS WHERE WE ARE JOINING FORCES TO END SLAVERY.**

**THERE IS NO SINGLE LEADER IN THIS FIGHT – AND THAT IS WHY WE FORM PARTNERSHIPS WITH SURVIVORS, GOVERNMENTS, LAW ENFORCEMENT, BUSINESSES, MEDIA, NGOS AND INVESTORS.**



## OUR STRATEGY

# Safety for the vulnerable

**If those who have been trafficked have one thing in common, it is vulnerability. This can be because of poverty, mental illness, addiction, learning difficulties or blackmail. Traffickers see vulnerability as a weakness to exploit.**

We work to ensure that we keep people and communities safe. We do this through:

- Improving legal protections
- Effective and scalable aftercare
- Targeted prevention
- Establishing community-based early intervention and reporting mechanisms
- Economic empowerment

## Spotlight

From a slum community in Bangladesh, Bina\* was vulnerable to traffickers. Like so many, the promise of a lucrative job was enough to tempt her to travel to India. Unbeknown to her, she had been lured by traffickers.

Fortunately, she was intercepted by border guards, who we had trained, as she made the journey across to India. We were called in to help.

Because of the poverty she and her husband found themselves in, we helped Bina set up a business with a grant of \$205. It allowed her to set up a stall selling chicken and lentil curry.

It has proved lucrative. Today her business is creating a profit of around \$330 a month (well above the national average household income in Bangladesh). It means she is safe.



Bina said: "Justice & Care has helped me overcome the trauma of being trafficked. It has supported me to reconcile with my family and come to terms with what has happened. My food business is doing really well. I can afford everything I need. It has meant that I have been able to change where I live from a slum into a flat in a safe area."

“

*I believe Justice & Care was sent by God to help me.*

# Risk for traffickers



570

YEARS IN COMBINED  
PRISON SENTENCES

**Modern slavery is a low risk, high reward crime. For traffickers, the chance of getting caught and charged with a modern slavery offence is small, while the opportunity to sell a victim is strong.**

We believe modern slavery will only be solved if the risk to traffickers is increased and the rewards reduced. That is why we put so much emphasis on ensuring traffickers are held to account. We do this by focusing on:

- **Strengthening laws and penalties**
- **Working with the criminal justice system to increase prosecutions**
- **Training frontline professionals to better understand the issue**
- **Improving witness and survivor engagement with police and prosecutions**

78

EXPLOITERS  
CONVICTED

“

*The opposition stopped threatening me and offering money to settle because they knew Justice & Care was supporting me.*

**Survivor**, Bangladesh





## OUR STRATEGY

# Cross-cutting themes



2,690

VULNERABLE PEOPLE  
RECEIVING PREVENTION  
EDUCATION

## We join forces

**Modern slavery is both complex and vast – no one can tackle it alone. Therefore, partnership with governments, law enforcement and others is essential.**

We do this so we can better understand the issue, ensure responses are coordinated, share models and tools, and work across borders and continents.

Crucially, we join forces with our beneficiaries – empowering survivors to bring their unique experience to shaping an effective anti-trafficking response.

➔ Find out how we have worked with government bodies in Romania on page 45.

## We focus on big change

**We have a laser focus on increasing our impact, so we ensure we have robust evidence and insights into what works, and what doesn't.**

We translate this into guidelines, tools, operating models and policy recommendations to influence others and create change on a wider scale.

➔ See how we've changed the law in the UK on page 39.

## We aim for excellence

**The survivors we work with and the issue we fight demand our very best. Therefore we continuously strive for operational and organisational excellence.**

This includes developing an outstanding and diverse team, building strong relationships with investors, and ensuring rigorous independent evaluation.

➔ Learn about how we are playing a crucial role in driving convictions in Bangladesh on page 28.

## SPOTLIGHT

# Spotlight

## Uniting prosecutors across the globe

**Our commitment to systemic change doesn't stop at national borders. As trafficking networks operate internationally, so too must our response.**

That's why we've continued to invest in global initiatives that strengthen prosecution outcomes and centre the rights of survivors.

In 2024, we co-hosted the second in-person summit of the Global Consortium on Prosecuting Human Trafficking in Nairobi, alongside our partners at the McCain Institute.

The Consortium brings together senior prosecutors from around the world to exchange best practice, enhance legal frameworks and sharpen investigative tools to bring traffickers to justice.

At the event, we were also joined by individuals with lived experience of trafficking, including Sophie Otiende, Survivor Leader and Global Commissioner. Sophie powerfully reminded the group that justice is not just about convictions - it is about care, dignity and the long road to recovery.

As a direct outcome of the Summit, the Consortium produced two major new resources:

- **An Interpol- endorsed manual for police on how to conduct victim-centred, trauma-informed investigations**
- **A guidance document to help ensure that victims are not prosecuted for crimes they were forced to commit during their exploitation.**

Surveys showed that 95% of investigators who accessed these resources said they were likely or very likely to use them in their work - evidence of the real-world impact of this collaboration.

By uniting expertise across borders and centering survivors, we're helping to build a global justice system that delivers real accountability and lasting change.



**In order to effectively respond to the evolving and increasingly complex forms of trafficking taking place across the globe, prosecutors must find efficient and effective ways to share best practices. While some countries have been consistently growing their expertise and achieving successes in prosecuting this crime, there are many unable to respond to the growing and diverse threats in their jurisdictions. Creating mechanisms to share information is only becoming more important, and the Consortium can and should continue to play a critical role in this effort.**

**Soumya Silver**, member of the Global Prosecutors Consortium





# THE BIG PICTURE

AS WELL AS WORKING ON THE FRONTLINE AGAINST HUMAN TRAFFICKING, WE ARE INCREASINGLY TURNING OUR ATTENTION TO ATTACKING THE SOURCE OF THE PROBLEM. THIS MEANS BETTER UNDERSTANDING THE ISSUES DRIVING MODERN SLAVERY AND ENSURING THERE ARE PLANS TO COMBAT THEM.



## THE BIG PICTURE

# Spotlight

## A groundbreaking study into child exploitation

**The Philippines is the global capital of online child exploitation, with some reports suggesting 149 out of every 10,000 children in the country are victims.**

Justice & Care spent two years working with researchers from Dublin City University and De La Salle University, Manila, to help understand the problem.

Our study, which included in-depth interviews with perpetrators, found that online sexual abuse or exploitation of children (OSAEC) has reached epidemic levels in the country, and is believed to have tripled in recent years due to global demand.

The team worked with government, law enforcement and other charities, among others, to address the issue.

They found local facilitators were not only trafficking victims on the ground, but passing on information on how to set up similar “businesses”. They also discovered that large financial institutions and tech companies were being used to enable the businesses.

Our findings, which we released in April 2024, included the following:

- **The crime is widespread in both urban and rural areas**
- **Traffickers mentor others, passing on advice on how to set up, transfer money and attract foreigners who pay for OSAEC**
- **In some instances, traffickers were previously victims of this crime – creating a perpetual cycle of abuse**
- **Social media platforms, dating sites and adult cybersex sites are being used to initially engage potential foreign customers**
- **There is a huge disparity between the lengthy sentences received by traffickers in the Philippines (most commonly 15 years, but in some instances life imprisonment) and foreign customers who are creating the demand and often go unpunished**

The study was funded by International Justice Mission (IJM) and Safe Online as part of the joint Tech Coalition Safe Online Research Fund initiative. It made a number of recommendations, including:

- **Widespread education and awareness-raising within the Philippines**
- **Greater global regulation of the online platforms enabling these crimes**
- **Tougher investigations, more prosecutions and harsher sentences for the foreign customers who create the demand**

Following the study, the Philippines President, Ferdinand R Marcos Jr, called for action from the whole nation:

“

**For us to allow this to happen in our country, it brings to me an overwhelming sense of shame because being in government, being in public service, we are not doing enough. We must do more.**



**SCAN THE QR CODE FOR THE METRO REPORT ON CHILD ABUSES IN THE PHILIPPINES**



## COUNTRY REPORT

# BANGLADESH

OUR WORK IN BANGLADESH SHOWS HOW A CLEAR VISION AND STRATEGY AND TARGETED FUNDING CAN BRING ABOUT HUGE CHANGES. WE ARE TRANSFORMING THE LIVES OF INDIVIDUALS WHILE INFLUENCING A WHOLE COUNTRY'S RESPONSE TO HUMAN TRAFFICKING.



## BANGLADESH

### Increasing risk to traffickers

In Bangladesh, there were 52 convictions in the last 16 months, with every successful conviction creating a model for others to follow.

Our witness outreach programme, which enables people to access the justice system and record evidence, helped secure prosecutions, supported 711 witnesses giving evidence in court during this period.

Our prosecutions team was also greatly aided by our Case Investigations Support (CIS) unit, which supports police to gather intelligence and facilitate the arrests of suspected traffickers. In this time period, the CIS unit helped 123 victims to walk free and facilitated 22 arrests.

We also conducted training for police, prosecutors, judges and others in the criminal justice system on issues including understanding of the anti-trafficking framework, investigation techniques and victim-centric processes.

### Protecting the vulnerable

Our repatriation and aftercare projects continue to help survivors return home to their families, reintegrate into society and steadily begin to recover from their exploitation.

Our 20 Champion Survivor Leaders provided aftercare support (health care, counselling, vocational training, family counselling and more) to more than 150 survivors of cross-border trafficking.

We also continued to support shelter home renovations, providing training to staff, and worked to raise standards on survivor aftercare.

This year our survivor-led JoyJatra forum celebrated the opening of some new business enterprises, enabled through Justice & Care seed funding and training. Trafficking survivors in Bangladesh are often stigmatised, which makes it harder to get a job; this project is creating a new blueprint for survivor economic empowerment.

We also conducted prevention work in vulnerable communities along the border with India, including training 787 border guards in Bangladesh in victim identification and referral. This led to 108 potential victims being rescued at the point of being trafficked across the border.

### Systemic change

In Bangladesh we have maintained our reputation as the go-to agency during a year of political unrest, and have forged working relationships with new government stakeholders.

Thanks to this, the Ministry of Home Affairs is adopting a new National Referral Mechanism (NRM) software, developed and initially hosted by Justice & Care. This will help streamline case referrals with better victim identification and tracking.

The victim identification guidelines we created for the government have now been rolled out across the country and are helping frontline professionals to recognise hundreds of victims.

We have also drafted mutual legal assistance guidelines on behalf of the Bangladesh Government that will help prosecutors to effectively pursue cross-border investigations for all types of crimes affecting Bangladeshi nationals.

In 2024, our team coordinated Bangladesh's first private witness testimony by video conference, setting a precedent which will normalise the practice of a wide range of witnesses testifying remotely.







# Our impact

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123

VICTIMS REMOVED FROM  
EXPLOITATION

---

2,690

VULNERABLE PEOPLE  
RECEIVING PREVENTION  
EDUCATION

---

1,641

SURVIVORS AND  
VULNERABLE PEOPLE  
SUPPORTED

---

2,146

FRONTLINE  
PROFESSIONALS TRAINED

---

211

VICTIMS SUPPORTED TO  
RETURN HOME

---

711

WITNESSES SUPPORTED  
TO TESTIFY

---

52

EXPLOITERS CONVICTED  
WITH COMBINED  
SENTENCES OF 362 YEARS

---

₹4,431,071

FINES ISSUED TO  
CONVICTED TRAFFICKERS

# Economic empowerment

**When you are struggling to feed your family, however much you understand the risks of human trafficking - the offer of a lucrative job is often too much to resist. That's why economic empowerment, helping the most vulnerable provide for themselves, is critical.**

In the last 16 months, we have helped survivors and vulnerable families to set up 61 small businesses in Bangladesh - helping provide a sound economic future, protecting them and their families and other vulnerable individuals from the false promises of traffickers.

Survivors have also united to launch two larger scale social enterprises - 23 women are running a jute bag production factory, while five others have launched a small chicken restaurant.

Through running these businesses, the women have become entrepreneurs, decision-makers, and business leaders. And they are just getting started

– as the social enterprises grow, they will hire more survivors of modern slavery, creating a ripple effect of opportunity, resilience, and hope.

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**Over the past 16 months, we have also helped 192 individuals gain job placements and vocational training, equipping them with the skills to build brighter, safer futures.**



## BANGLADESH

# Spotlight 'I'm a businesswoman'

**Rasheda wants you to know her name; she wants you to see her photograph. She is a proud Bangladeshi businesswoman. But it has not always been that way.**

As a child, Rasheda only received a basic education – meaning employment opportunities were limited. She ended up working as a housemaid, a job with low social standing in Bangladesh.

When someone in her community offered her a job in India, she jumped at the chance. Rasheda left her husband and two young children and was taken to Hyderabad. But when she arrived, she was sold into sex trafficking and brutally exploited for six months, until the police rescued her.

Justice & Care helped Rasheda return home and provided support to her and her family. But then disaster struck again when a fire destroyed her

home and all of her possessions. The family was left with nothing. "We were mentally broken," says Rasheda. "We felt there was no hope."

But our team was able to step in. As well as emergency relief, we provided training to help Rasheda begin a business selling fabric and clothes. That training included basic finances and budgeting, buying stock and customer relations.

Rasheda said: "As a result of the business, my children are able to go to school. I am able to earn money to live and also save every month for the future. I hope to be able to open a shop and employ survivors of exploitation."



“

*The money from Justice & Care when I was in need helped me, but the training has impacted my life so much. I used to be ashamed describing myself as a housemaid. Today I describe myself as a business owner. It gives me so much pride.*



## BANGLADESH

# Viewpoint - Champion Survivor

“

*I want to change other girls lives that have faced the same experience.*

**Rehena\* was just 14 when she was trafficked. She is now part of our team helping other survivors with their recovery.**

**Our Champion Survivor programme sees survivors who have determinedly rebuilt their lives use their lived experience to help others on the path to recovery.**

Twenty Champion Survivors have gone on to be employed by Justice & Care as Aftercare Case Facilitators (ACFs), who provide trauma-informed care professionally – we are proud to have them as part of our team.

Independent evaluations show the unique peer-led programme is improving lives of both groups – enhancing wellbeing, supporting reintegration and sparking economic empowerment.

The women involved are no longer seen as victims, but instead as leaders and changemakers. Rehena\*, who was just 14 when she was trafficked to a red-light district in India, is one of Justice & Care's ACFs. In this interview, she shares her remarkable journey, demonstrating that lives can be rebuilt and hope restored.

**Q. Can you describe the challenges you faced when you returned to Bangladesh?**

My journey wasn't easy. I was almost 16 years old and I was stigmatised by my community because of what happened to me. People used to tell my father 'your girl should get married soon'. I wanted to complete my studies, but no one was supporting this.

It makes me feel very proud and lucky to have got the support from Justice & Care because no one else was standing for me. Family counselling and educational support was the most important support for me. It changed my life.

**Q. Why did you want to be a Champion Survivor and an ACF?**

I was a trafficking survivor so I know how survivors can feel, how the community doesn't accept them. I know their journey and it's not easy. I want to change other girls' lives who have faced the same experience.

When I talk with any survivor, it makes me feel very happy that it's a learning and teaching process for both of us. I remember I was flying like a bird when I was told that I would be an ACF.

My job has helped me fund my education and support my family. It's also helped with the lens of my community – previously, they judged me, but now they respect me as a working lady and a social worker.

**Q. Why is it important not to let your past experiences define you?**

If a trafficking survivor is stuck in the same position, she holds onto her past. She can never move on in life and think about her bright future and become a Champion Survivor. We are helping others so they can be like us one day.

**Q. What are your hopes and dreams for the future?**

I plan to continue my studies, so I eventually can get a government job. When I came back to Bangladesh, I felt like I was nothing, but now I'm an ACF. That was a successful journey of mine. I'm confident that I can do this next plan.



**SCAN THE QR CODE TO WATCH REHENA TELL HER STORY**



**Rehena**, Aftercare Case Facilitator at Justice & Care



## BANGLADESH

# Transforming care within shelter homes

**The 2023 Trafficking in Persons (TIP) report warned of a lack of support for victims of internal trafficking in Bangladesh – citing the lack of NGO access to government-run shelter homes as a key area of concern.**

In a breakthrough moment, Justice & Care was granted rare access to these shelters by a Memorandum of Understanding (MoU) with the Ministry of Social Welfare in August 2023 – marking a pivotal step towards reform.

The government shelters are home to hundreds of vulnerable young women and girls - all survivors of exploitation, abuse and neglect who have never received the care they need.

We are providing specialised aftercare to residents, training to shelter-home staff and assessed policies and practices within shelter homes. Our recommendations are helping to raise standards and embed trauma-informed care.

Our work is leading to systemic change – we are seeing improvements in residents' mental health, and staff changing the way they operate and connect with survivors.

A key milestone came when the Department of Social Services agreed to remove the term 'Socially Disabled/Disadvantaged' from shelter names—an important shift in language that affirms dignity and challenges stigma.

Our reach has grown from four shelters to six, and we are determined to reach even more people in the future.

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**Since launching this pioneering project, we have supported 362 women and girls in shelter homes and traced hundreds of individuals who were previously discharged without any follow-up care.**

“

*I highly appreciate Justice & Care Bangladesh's activities in our shelter home. JCBD has taken a lot of initiatives that we couldn't manage during the last 22 years due to multi-faced limitations*

Staff member at government shelter home



## BANGLADESH

# Securing justice

**In 2024, our Bangladesh team secured life sentences for three traffickers who targeted a child – bringing closure for the survivor following a painful 13 year wait for justice.**

The girl was just 13 years old when she was forced into domestic servitude and physically and mentally abused.

The legal case had remained at a standstill for more than a decade until our legal team became involved, bringing forward three witnesses whose testimonies were instrumental in the successful convictions.

Now in her twenties, the survivor bravely testified at a tribunal, facing those who had stolen her childhood.

This victory is not just a legal one - it's a testament to the resilience of a young woman who refused to be silenced.

Today, she is married and living with her new family, rebuilding her life with dignity and hope.

Her case is one of 52 convictions our legal team has supported during this period.

While conviction rates in Bangladesh remain low, we are driving change - tackling delays, corruption and systemic failures that allow traffickers to evade justice.

We are playing a pivotal national role in turning the tide. Between September 2023 and December 2024:

## 37%

OF ALL TRAFFICKING CONVICTIONS IN BANGLADESH WERE SUPPORTED BY OUR LEGAL TEAM.

“

*Before the intervention of Justice & Care, the conviction rate was alarmingly low... Since their active involvement, there has been a significant improvement in both witness attendance and case outcomes*

**Judge, Rajshahi Tribunal**



Adv. Pronali Talukdero, legal officer, Md Rubel, legal case facilitator, and Shrabani, legal officer at Justice & Care

## COUNTRY REPORT

# UK

MODERN SLAVERY IS A BIG, BRUTAL BUSINESS AND OUR OWN RESEARCH ESTIMATES THAT THERE ARE MORE THAN 100,000 VICTIMS IN THE UK. OUR FLAGSHIP VICTIM NAVIGATOR PROGRAMME SHOWS HOW SURVIVORS' LIVES CAN BE REBUILT AND CRIMINALS BROUGHT TO JUSTICE.



## Increasing risk to traffickers

In the UK our Victim Navigators have been operating in over 40% of police forces. Of the survivors we have supported during this period, 97% have helped police in investigations and/or prosecutions. Navigator support enabled 24 convictions during the year, with exploiters receiving a combined 113 years of prison sentences.

We were especially pleased with the conviction of three traffickers who forced 16 people to work in McDonald's and other food production sites for up to 100 hours a week, and stole their wages.

This case was reported on the BBC and in the Sunday Times, helping to raise awareness of the risks of labour exploitation in corporate supply chains.

## Protecting the vulnerable

We have supported 321 survivors through our network of Navigators. Thanks to this support, 78% of the survivors reported an overall improvement in their wellbeing measured by their sense of safety, mental wellbeing, economic situation, physical health and social connections. You can see page 32 to learn more about the award-winning programme.

Navigator support is holistic and individualised to survivors' needs. For example, this year a Navigator supported a Zimbabwean survivor of domestic servitude move away from her exploiters to a safehouse, and get help with her recovery, including therapy sessions.





UK

## Systemic change

**In the UK, labour exploitation has been a key focus of our work.**

One of our Navigators met with Foreign Commonwealth & Development Office colleagues, based in India, to discuss ways to better educate international workers coming to work in the UK care sector.

We also published a report investigating the conditions that have enabled labour exploitation to become the second largest form of modern slavery exploitation in the UK.

And our work over several years has resulted in a new cuckooing law to protect vulnerable people – see page 39

# Our impact

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## 321

SURVIVORS SUPPORTED  
TO REBUILD THEIR LIVES

---

## 3,265

FRONTLINE  
PROFESSIONALS  
TRAINED

---

## 9

VICTIMS REMOVED FROM  
EXPLOITATION

---

## 24

EXPLOITERS CONVICTED

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## £133,500

COMPENSATION AWARDED TO SURVIVORS

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## 203

POLICE INVESTIGATIONS  
RECEIVING STRATEGIC  
ADVICE

# Our award-winning Victim Navigator Programme

**Our multi-award-winning Victim Navigator Programme was created to bridge the gap between survivors, the services they need, and the police to help bring those responsible to justice.**

Like most countries, there are shockingly low conviction rates in the UK for modern slavery offences. Many survivors are scared of engaging with investigations – worried about what their traffickers might do or fearful that they might be pursued for crimes such as illegal migration or prostitution.

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

Our Navigators are either located in large forces, such as the Metropolitan Police and Greater Manchester Police, or are part of regional organised crime teams working across various forces. Two Navigators provide cover across Scotland. One is based with the Gangmasters and Labour Abuse Authority (GLAA).

Navigators do three things. They:

- **Help provide strategic advice into cases, particularly from a victim's perspective**
- **Train the police and, critically, build trust between officers and survivors**
- **Provide trauma-informed specialist support, and help survivors engage with the justice system**

## 97%

**OF SURVIVORS WITH A NAVIGATOR ENGAGE WITH POLICE, COMPARED TO 44% OF SURVIVORS WITHOUT A NAVIGATOR**



UK

# Spotlight

## From fast food to freedom

**A male survivor earned his traffickers more than £90,000 over four years working at a branch of the fast-food giant McDonald's.**

He was one of 16 men and women who were trafficked to the UK from the Czech Republic, each of them highly vulnerable. They were forced to work in McDonald's, a hand carwash and a bakery serving some of Britain's best-known supermarkets.

The criminals would take the group to interviews, speak on their behalf and used a single account for their wages to be paid into. As the former Anti-Slavery Commissioner Dame Sara Thornton said about the case, all signs that "scream something is wrong".

The victims were exploited over a seven-year period and each forced to work up to 100 hours a week. One was shot in the leg for being disobedient. The gang responsible meanwhile enjoyed a life of luxury with flash cars, exotic holidays and designer clothes.

In 2019 the Metropolitan Police received a tip-off about the gang from a young woman who had escaped from their exploitation, having been trafficked at the age of 17. She had been sold by her estranged mother for just £100.

The complexity of the investigation and the court delays meant our Navigator team were asked to support some of the survivors from the bakery in a bid to help them remain engaged with the prosecution. It included visiting some who had returned to the Czech Republic and helping others secure housing, jobs and medical care.

Our support contributed to the gang being found guilty of modern slavery and other offences. Five were jailed for a combined total of 49 years and six months. A sixth is awaiting sentencing.



SCAN THE QR CODE TO  
WATCH THE SURVIVORS TELL  
THEIR STORY TO BBC ONE.

“

*You are my angel,  
always helping me.  
When I have a problem  
I know to call you.*





UK

# Viewpoint - Detective Superintendent

Detective Superintendent Mike Stubbins is Lead Responsible Officer for Modern Slavery at the Metropolitan Police Service.

**Here, he discusses the impact of having Navigators on modern slavery investigations and the biggest challenges police face at the moment.**

**Q. Justice & Care has three Victim Navigators embedded in the Metropolitan Police. Has the partnership helped to strengthen the Met's approach to tackling modern slavery?**

Yes, very much so. We've seen improvement in victim engagement, particularly over the long term, which is often pivotal to whether a case can proceed or not. Justice & Care also supports victims with accommodation and financial and emotional support; it can be in any number of ways, often going above and beyond to ensure the victims are supported. The percentage in cases getting to a criminal trial with a Navigator onboard is considerably higher than without them.

**Q. Modern slavery survivors are often distrustful of police and reluctant to engage with investigations. How important is it when Navigators help to build that trust?**

There is a challenge in cultural perception of police – many survivors are from countries where trust in law enforcement is low and this can impact UK officers' ability to establish trust. As an external partner, independent from police, Navigators can explain the differences between the UK approach and other approaches which may be less victim-focussed.

Additionally, the quality of relationship building that Navigators can establish can make a difference. In instances, for example, where a survivor undergoes a crisis and perhaps would not reach out to an officer, but would have more confidence in reaching out to a Navigator.

**Q. The case that saw 16 victims trafficked from the Czech Republic was long and complex. What were some of the most challenging aspects?**

The challenges included the complexity of the English justice system and the victims refusing to have intermediaries in the early stages. The victims being repatriated abroad meant that we had to ensure they were visited regularly and kept updated; this was difficult, but we overcame it by using a raft of NGO's in Czech, working alongside Justice & Care.

Navigators in this case also helped to maintain the victims' welfare with financial support, with locating a pro bono lawyer for post-trial compensation and with finding legal advice to support applications for status in the UK.

**Q. What would you say is the biggest issue that police face at the moment in relation to modern slavery?**

There are many - victim care, cultural differences, victim vulnerability are some. Overseas investigative avenues and victim disengagement due to a lack of understanding are also challenges we face, among others.

**Q. Are there any emerging trends that police are seeing currently? How do we stay ahead of traffickers as they constantly change methods to avoid detection?**

Emerging trends include the increase in use of "loverboy" exploitation model relating to Romanian and Bulgarian organised crime groups, visa abuse in the care sector and an increase in labour exploitation. A Home Office approach is required for visa abuse and potentially a joint work force, including Immigration, Border Force, HMRC. Knowledge of immigration and visa laws would increase victim support. Also, knowledge of cultural contexts and how this can lead to exploitation and increased funding into the NCA to tackle Organised Immigration Crime.

**Q. What progress in the fight against modern slavery would you like to see in the next five years?**

I'd like to see more funding and a better collaboration between the public and private sector. I also want to see more Victim Navigators with language, cultural and immigration knowledge; the Metropolitan Police Service Specialist Crime command has five Modern Slavery investigation teams and the aspiration is to have a Navigator embedded in each team.



**Detective Superintendent  
Mike Stubbins**

Lead Responsible Officer for Modern Slavery at the Metropolitan Police Service



**Our partnership has helped to strengthen the Met's approach to tackling modern slavery.**

UK



# Spotlight

## Sarah's story

### Changing a life

**When mother-of-two Sarah\* was given the chance to come to the UK to work as a care worker, she jumped at the offer. She imagined a new life of opportunity as she cared for those in the latter stages of life. Using her father's retirement savings, Sarah paid an agent around £28,000 to arrange the visa and job, and cover her travel expenses from India. But when she arrived, she discovered the promises did not mirror the reality.**

There are an estimated 131,000 vacancies in the care sector, which means the UK has cast the net wider to recruit workers, granting special visas for staff from overseas. This has left thousands of people open to exploitation, often at the hands of unscrupulous agents.

When Sarah arrived she was given just a small number of hours a week of work. This meant she and her husband only ate one meal a day to ensure their children did not go hungry. On top of this Sarah and her family had been put in sub-standard accommodation that was damp, making their circumstances even more miserable.

When Sarah complained, her bosses threatened to report her to the authorities and told her she would be deported.

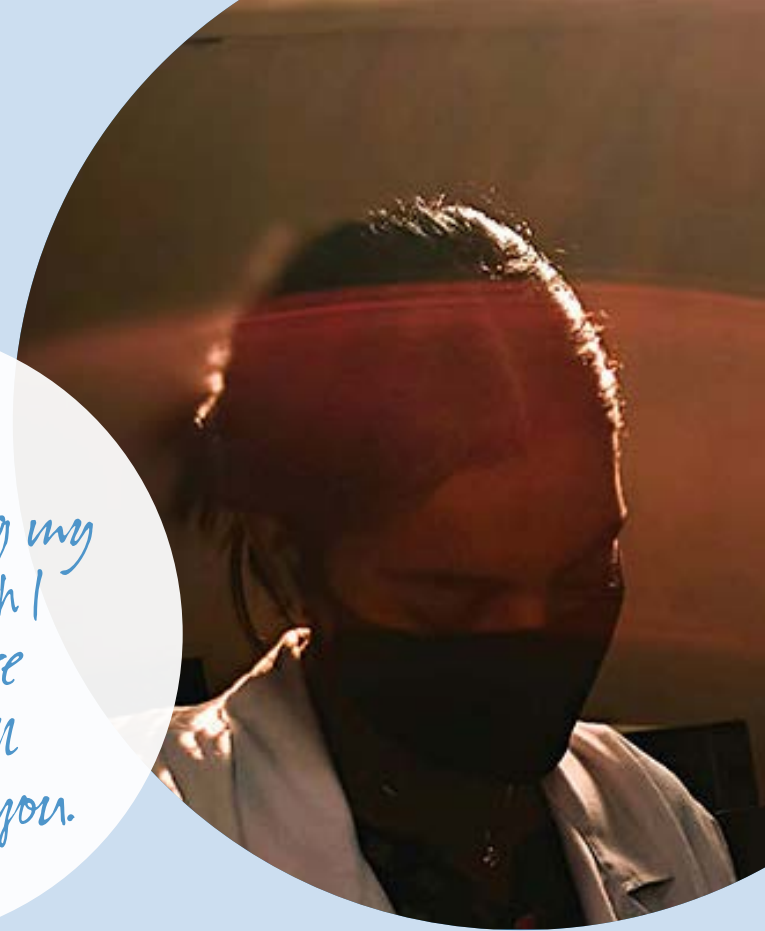
“

*Now I am living my dream life which I imagined before coming here. All credit to all of you.*

Trapped in this terrible situation, and knowing what her family had sacrificed so she could go to the UK, Sarah began to struggle with her mental health. In her despair she wrote a suicide note – but thankfully her husband found her just in time.

After concerns were raised and the issue came to the attention of Justice & Care, our Victim Navigator team began working with Sarah, helping her to improve her mental health, putting pressure on the landlord to improve her home, and working with her children's school to ensure they were given the support they needed.

Sarah is just one of many hundreds of individuals who we have helped this year. Today, she and her family are doing well, and we have helped her find new sponsorship with an employer who treats her with kindness and dignity.





UK

# From one to many – changing the system

**Our allies at the charity Unseen, which runs the UK's Modern Slavery Helpline, report that there was more than a 600% increase in calls about exploitation in the care sector in 2022. We are working to reduce the risk of exploitation in the sector and change more lives.**

As with all our work in each of the strategic locations where we are based, we use our frontline experience with individuals to inform the wider changes we want to see. We consider the experience of each survivor we work with and build evidence of how systems and processes can be improved. We couple that with brilliant advocacy and policy proposals to spark change at a national and international level.

Examples include:

- Our report on forced labour with The Centre for Social Justice was showcased at an event we hosted in Parliament, where we also supported a survivor from the care sector to share their experience.
- Our team engaged in police operations and welfare checks, and educated potential victims and relevant stakeholders in spotting the signs of exploitation.
- We have worked with national-level decision-makers to advocate for systemic change to enact greater safeguarding provisions within the sector – this includes advising a review panel on the dispersal of regional partnership grants, worth £16 million, at the request of the Department of Health & Social Care (DHSC).
- Our Gangmasters and Labour Abuse Authority (GLAA) Navigator spoke at Westminster with officials from the High Commission of India and policy-makers from both Home Office and the Foreign, Commonwealth & Development Office (FCDO) on the exploitation of Indian nationals within the care sector.
- We developed guidance for international workers in the care sector, with input from survivors, which has been distributed across clients and agencies including Border Force, police, social media, and advocacy and support groups.



**In order to tackle labour exploitation effectively in the UK, we need stronger regulation across high-risk sectors like car washes and the care industry. It also needs to be easier – and less costly – for international workers on Skilled Worker visas to switch employers, so they're not trapped in exploitative situations.**

Justice & Care's GLAA Navigator



# Modern Slavery Policy Unit

**When the Modern Slavery Act was introduced a decade ago, the issue was centre stage of British politics and championed by the then Prime Minister Theresa May, among others. But when Theresa May resigned as PM, fighting trafficking began to recede as a government priority.**

In response to this we created the Modern Slavery Policy Unit to try to ensure the issue receives the attention it deserves, and to highlight the costs to both individuals and society. For five years, the unit has been co-led by Justice & Care and the Centre for Social Justice (CSJ).

We made the decision with the CSJ to transition the unit in the autumn of 2024. The two organisations will continue to work closely together, the staff from the joint unit now form Justice & Care's in-house Policy and Advocacy Team.

The unit continued to make great progress this past year, informed by our frontline experience and enhanced by the CSJ's political weight and relationships. Some key achievements include:

- **Landmark legislation (enacted in 2025 but resulting from work throughout this reporting period) will make cuckooing a crime in the UK after more than three years of determined campaigning from the unit.**
- **Published groundbreaking reports 'Criminal Exploitation: Modern Slavery by Another Name' and 'At What Cost: Exploring the Impact of Forced Labour in the UK' and hosted an event in parliament to discuss the recommendations including for the proposed Fair Work Agency.**
- **Engaged with many key policymakers, MPs, peers and advisors from government and opposition parties to inform MSHT policy and input on development and implementation of recent legislation including the Nationality and Borders Act, Illegal Migration Act and Criminal Justice Bill.**
- **Built strong relationships with the Shadow Ministerial teams prior to the July 2024 General Election and after the election initiated engagement with key junior government ministers.**
- **Published a new report, 'A renewed vision for the fight against modern slavery: A programme for Government', before the general election was called setting out priority recommendations for the new government.**
- **Provided both oral and written evidence to a House of Lords Committee on the Modern Slavery Act.**
- **A specially appointed House of Lords committee on the Modern Slavery Act endorsed our Victim Navigator Programme and recommended it for national roll-out.**
- **Hosted a visit of the US Ambassador-at-large to Monitor and Combat Trafficking in Persons with our Victim Navigators, and attended exclusive roundtables with the Ambassador to provide a briefing on the MSHT situation in the UK as background for the US State Department Trafficking in Persons reports for 2024 and 2025.**



UK

# Spotlight

## A new law on cuckooing

**Change takes time to achieve – not least when it relates to legislation. But patience and determination can win, as shown by our work to make cuckooing a criminal offence.**

Cuckooing involves criminals taking over a vulnerable person's home to conduct illegal activities like drug dealing. Criminals target vulnerable individuals using threats or coercion to control them and their property. Despite the significant impact on victims, cuckooing is not a crime in and of itself.

But that is about to change. Thanks to the work of The Modern Slavery Policy Unit – assisted by our frontline working, the evidence of survivors, the support of journalists and politicians – the Labour government has committed to a new law (this followed a similar pledge by the Conservatives shortly before they called an election).

Thanks to your support, we are changing laws that will change lives and see more criminals brought to justice.





# Spotlight

## Boys break grip of criminal exploitation

“

*Thank you for all your support. You have prevented my son from becoming another statistic of knife or gun crime.*

Finn's mother

**In 2022, a distressed teenage boy stumbled into a school, desperate for help. At first glance, some may have mistaken him for an offender - he carried a weapon and a large quantity of cash from a drug sale. But when police took time to listen to his story, the truth emerged: he wasn't a criminal; he was a victim of criminal exploitation.**

The British teenager, Joe\*, had learning difficulties and was isolated and lonely when he was befriended by another boy at college. The boy promised Joe a new world of friendship, popularity and money. But soon after, Joe was forced to deal drugs for a criminal gang – threatened with violence if he tried to say no.

When Joe walked into the school that day, he had fled the gang in the middle of the night after two weeks of brutal exploitation. Because of his courage in working with police, officers were also able to find Finn\*, another vulnerable boy who had been recruited and controlled by the group.

For two years now, we have supported both boys and their families amid constant threats from the criminal network they fled. Acting as a consistent,

The Navigator in this case was given the 'Head of Department Award' from Nottingham Police for his excellent support of the two young men.



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READ OUR CRIMINAL  
EXPLOITATION REPORT

trusted presence, one of our Navigators has arranged security measures so they can attend college safely, helped to organise new housing and ensured mental health support is in place, among other wide-ranging support.

Following our Navigator's work with police, an initial decision to not prosecute for modern slavery offences was overturned. We then supported Joe and Finn to bravely give evidence against their traffickers - resulting in two offenders sentenced for a combined total of seven years behind bars.

There are thousands of others like Joe and Finn. In 2024, new research from Justice & Care and the Centre for Social Justice shone a light on the devastating impact of criminal exploitation – revealing that it was the most prevalent form of modern slavery in the UK reported by the Home Office over the past four years.

**Almost half of those suffering from criminal exploitation are British boys aged 17 and under, and many victims are still being treated as criminals.**

## COUNTRY REPORT

# ROMANIA

**TENS OF THOUSANDS OF PEOPLE FROM ROMANIA ARE VICTIMS OF HUMAN TRAFFICKING EVERY YEAR, WITH OVER HALF OF THEM CHILDREN. WE HAVE WORKED THERE FOR FOUR YEARS JOINING FORCES WITH POLICE, THE STATE AND OTHERS TO BRING ABOUT CHANGE.**

ALTHOUGH OUR FUTURE PLANS IN ROMANIA ARE UNDER REVIEW, WE ARE SO PROUD OF ALL THAT HAS BEEN ACHIEVED AND ARE COMMITTED TO CREATING A LASTING IMPACT.



## ROMANIA

**We introduced our flagship Victim Navigator programme to Romania in 2021, having recognised Romania as a key source country for victims across Europe.**

Similarly to the UK, our Navigators have played a critical role in supporting men and women who have experienced trafficking and exploitation to begin to rebuild their lives, access the services they need and to engage with police investigations.

Over the last 16 months, they have worked in close partnership with the National Anti-Trafficking Agency, the National Prosecutors' Office, and Serious and Organised Crime Police.



## Increasing risk to traffickers

During this time period, we have supported the convictions of two exploiters in Romania.

A total of 96% of those we have supported are engaged in police investigations, helping to ensure those responsible for trafficking are eventually brought to justice.

In one case in 2024, three men who were tortured, starved and forced to live as slaves for up to 17 years were rescued by police, with our support.

Harrowingly, some of the community around them had conspired to keep them in modern slavery, with their escape attempts always thwarted by people who reported them to their exploiter.

After they finally walked free, we created tailored support plans for them and supported them to engage with police.

## Protecting the vulnerable

In Romania, 71 people have been provided with specialist support, of which 83% said they experienced improvements in their wellbeing. Types of support provided to survivors have included: helping survivors access pro bono legal support, find employment, get social benefits, obtain documentation and set up medical, dental and counselling appointments.

Justice & Care Romania additionally launched a television and radio campaign promoting safe migration, which provoked national headlines and media interest.

We also distributed survivor-informed reintegration and safe migration guidelines at airports and land borders, with 20,000 leaflets reaching an estimated 42,500 people, and video messages reaching an estimated two million viewers.



## ROMANIA

# Systemic change

**Justice & Care Romania has worked closely with the Romanian Government, influencing and brokering unprecedented partnerships between key government bodies.**

This includes the Association of Romanian Communes (covering all 2,200 mayors' offices), the Ministry of Education and the National Agency for Equality between Men and Women (responsible, among other things, for addressing violence against women). These partnerships have strengthened national coordination, laying the groundwork for more effective action against trafficking.

In 2024, the team also ran an event with the Presidency of the Romanian Senate with a view to challenging out-of-date perceptions of child trafficking, based on initial findings from a new report, which you can read more about on page 45. Attendees included representatives from the Romanian Government, the National Authority for Child Protection, the Chief Prosecutor and the National Agency against Trafficking in Persons.

Our new research is discussed at an international conference in Bucharest, organised by our team in partnership with the Presidency of the Romanian Senate



## Our impact

71

SURVIVORS SUPPORTED  
TO REBUILD THEIR LIVES

96%

OF SURVIVORS  
ENGAGING WITH POLICE  
INVESTIGATIONS

6

REPATRIATIONS  
SUPPORTED

2

EXPLOITERS CONVICTED

10

ADDITIONAL POLICE  
INVESTIGATIONS  
RECEIVING STRATEGIC  
ADVICE

€20,000

COMPENSATION AWARDED TO SURVIVORS

# Spotlight

## A journey to freedom

**Daria\* was determined to help her family escape poverty. With her mother, grandmother and two cousins struggling to survive on her grandmother's pension, she felt a deep responsibility to support them.**

So when she was approached online by a man offering her the chance of work abroad, she believed it was an opportunity for a better life. What she didn't realise was that the man was a trafficker, using the so-called 'loverboy' technique to lure her away. Daria was taken from Romania to Germany, where she was sexually exploited.

Tragically, Daria's story is far from unique. Widespread poverty, lack of opportunity, and the normalisation of sexual violence allow trafficking to thrive - Romania is estimated to have nearly 150,000 victims.

When Daria escaped her trafficker, she returned to Romania, where Justice & Care stepped in to support her recovery. One of our Victim Navigators worked with her to meet her most urgent needs, including food, hygiene products and medical care after she was found to have contracted a life-threatening illness while being exploited.

Like so many survivors, Daria faced immense challenges with her mental health and reintegration into society. Her Navigator provided emotional support and access to occupational therapy, helping her take small but vital steps towards healing.

One major hurdle came when her trafficker tried to re-establish contact. Despite the pressure, Daria stayed strong and remained committed to her recovery journey.

With support, she has also been able to find stable employment—an essential step in reducing her risk of re-trafficking. Though her path has not been easy, Daria continues to face each challenge with resilience, determination and hope for a brighter future.



## ROMANIA

# Viewpoint - Global Research Lead

Dr. Hannah Miller is responsible for Justice & Care's global research portfolio.

Here, Dr. Miller talks about our groundbreaking study: *'Hidden Chains and Missing Links – Child Trafficking in Romania: A Comprehensive Study,'* conducted in partnership with the University of Greenwich (London). The research shines a light on the factors that make children vulnerable to trafficking, and the systemic gaps that allow exploitation to persist.

**Q. Tell us about the research, what sparked it and what were you hoping to achieve?**

The research came directly from what the Romania team was witnessing on the ground: an urgent need to better understand child trafficking, especially in regions where the risk seemed highest. We wanted to build a clearer, more detailed picture that not only captured the scale of the problem, but also revealed the underlying social and systemic factors driving it.

We conducted in-depth interviews in counties with the highest prevalence of trafficking and produced one of the most comprehensive qualitative studies of its kind in Romania. The findings are already shaping our policy work and guiding prevention strategies.

**Q. What stood out most from the findings?**

The persistence of trafficking, particularly of girls for sexual exploitation, was sadly not surprising - but what the research really highlighted was the complexity behind that vulnerability. Poverty, low education and poor community infrastructure all played a role. But other factors emerged too: the

breakdown of family structures, lack of parental oversight of children's online lives, and a disturbing normalisation of sexual violence, particularly in rural areas. The research showed that these vulnerabilities don't exist in isolation, they interact in ways that create fertile ground for traffickers.

**Q. The report focuses particularly on girls. What did you learn about their experiences?**

We saw again and again that girls, many just 14 or 15 years old, are being groomed online, often through social media or the so-called "loverboy" tactic. Sometimes family members are knowingly or unknowingly complicit. Girls in state care homes were especially at risk due to overcrowding, under-resourcing, and a lack of trained staff to spot the signs of trafficking.

Even when victims came forward, they weren't always believed by law enforcement, which discouraged reporting. For those who returned home, trauma, stigma, and a lack of proper support made recovery incredibly difficult.

**Q. Can you tell us more about one of the more alarming findings, the normalisation of sexual violence?**

Many girls were exposed to harmful sexual content online from a young age, without the tools or knowledge to understand what they were seeing. Combined with low levels of sex education, experiences of domestic violence, or poor digital literacy in families, this exposure can warp perceptions of consent and safety. Some girls didn't even realise they were being exploited.

As a parent, it really hit home for me. Without intervention, education, and trusted adults, this kind of environment allows exploitation to take root unnoticed.

**Q. What needs to change to better protect children from trafficking in Romania?**

We need a multi-layered response. First, prevention has to start in schools - through better safeguarding, sex education, and digital literacy for children, teachers, and families.

Second, we need stronger national policies that embed anti-trafficking measures into education and social care systems, including minimum standards for school counselling and community-based prevention programmes.

And crucially, change has to happen at the community level. Children and families need to know who to turn to - people they can trust. That's why we have been working to strengthen community-level responses and inform national prevention efforts through our research.

**Q. Why is undertaking research so important to Justice & Care?**

Research ensures our work is evidence-based and impactful. It reveals what works and what doesn't - shaping our approach and influencing partners and policymakers. By uncovering patterns, elevating frontline insights, and sharing findings widely, research drives systemic change - addressing root causes, shaping policy, and creating lasting impact in the fight against human trafficking.



**Dr. Hannah Miller**  
Global Research Lead,  
Justice & Care



A close-up photograph of a person's face, partially obscured by a thick, white, knitted net. The person's eyes are looking directly at the camera. The background is a solid teal color. A large, semi-transparent red circle is overlaid on the right side of the image, partially covering the person's face and the net.

# LOOKING TO THE FUTURE

IN A TIME OF GLOBAL CHANGE AND  
UNCERTAINTY, WE REMAIN LASER  
FOCUSED ON ENDING MODERN  
SLAVERY. FIND OUT MORE ABOUT OUR  
PLANS FOR THE YEAR AHEAD.

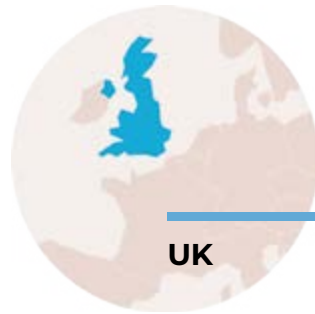
## FUTURE PLANS

# Frontline work



BANGLADESH

- Further develop the Champion Survivor Programme. This will include offering many Champions the opportunity to take on more senior and specialised roles based on their skills and aspirations. We will also take on a new cohort of Champions.
- Seek to bridge any funding gaps created by the global reduction in institutional funding.
- Expand our prosecution project nationally, further reducing the backlog of human trafficking cases in the Bangladesh court system.
- Continue to drive systemic change through our work in government-run shelter homes – ensuring survivors of exploitation are identified and given the support they need.
- Deliver prevention programming including a new initiative in schools.
- Expand the work of our new Case Investigation Unit.
- Continue to support pilot survivor-owned social enterprises providing training and employment to survivors of human trafficking and those at most risk of being trafficked.



UK

- Pilot a new way of working for the Victim Navigator Programme by deploying some Navigators to work with police investigating violence against women and girls (VAWG) crimes that also include exploitation or elements of modern slavery.
- Begin accrediting the Victim Navigator Programme, creating a framework and standards that would allow other organisations to run similar schemes.
- Undertake research to better understand why so many victims of trafficking come from social care, and what steps we can take to protect them. Continue to drive global change through our partnerships with government.
- Form a Survivor Advisory Panel to provide lived-experience input into our organisational and operational activities.



ROMANIA

At the time of writing in 2025, the resignation of our team in Romania has suddenly and significantly impacted our work in the country, bringing operations to a pause. Although the work in Romania has been the smallest of our operations, we are exceptionally proud of our achievements there - raising the national age of consent, bringing charities together in the anti-human trafficking space to work together, and undertaking ground breaking research into child trafficking, to name a few.

As we move forward, we are of course sad as we begin to review what our work in this country looks like. For now, we are committed to:

- Providing ongoing support to survivors who have been exploited in the UK.
- Learning lessons and developing enhanced understanding of the Romanian operating context.
- Exploring strengthening partnerships to help deepen ongoing systemic change.
- Seeking to work with the government to help them with their plan to roll out nationwide our Victim Navigator Programme.

## FUTURE PLANS

### Partnerships

Working with others is central to what we do. However, in the coming year, we will particularly invest time and resources to strengthen a small number of key relationships, namely:

- **Our partnership with the McCain Institute in the US, focused particularly on the Global Prosecutors Consortium.**
- **Our work with anti-slavery organisation STOP THE TRAFFIK - with whom we will share UK offices.**
- **Our work with the Coalition to Stop Slavery.**

**Justice & Care is a leading member of the Coalition to Stop Slavery, a UK-based alliance of diverse anti-slavery organisations, working together to tackle exploitation. This year, we helped convene a sector-wide gathering, bringing together CEOs, frontline experts, individuals with lived experience, and senior leaders from across the movement.**

### Wider systemic change

Across our work we will continue to drive wider system change. This will include:

- **In Bangladesh, working with the interim government to identify laws and regulations that can be strengthened or introduced to help fight against human trafficking.**
- **In Romania, continuing to share learnings from the anti-child trafficking research – which is helping to ensure a joined-up approach to child protection across different government stakeholders.**
- **In the UK, progressing conversations with the government to incorporate the Victim Navigator Programme into statutory survivor care, using support from key stakeholders such as Safeguarding Minister Jess Phillips MP.**

### Other

We will also focus on building stronger organisational foundations to ensure we have the best governance structures and systems in place to enable growth of Justice & Care and ensure enhanced transparency and accountability. This will include the recruitment of more Board members, a review of our Articles of Association and structure and improving knowledge management.

With a difficult funding landscape, we intend to invest more time, money and effort on building a sustainable income.





# MONEY MATTERS

WE CANNOT DO OUR WORK WITHOUT THE GENEROUS SUPPORT OF MANY INDIVIDUALS, ORGANISATIONS, AND GOVERNMENTS. FIND OUT MORE ABOUT OUR APPROACH TO FUNDRAISING 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.**

Our fundraising team is based in the UK, directly raising funds for Justice & Care. The team also supports our sister organisations in the US and Romania who have no dedicated fundraising staff.

We build long-term partnerships with our investors and did not outsource any fundraising in the reporting period. We focus on income from individuals, trusts, foundations, institutional funders, and businesses.

Additional funding is generated through the UBS Optimus Foundation, where donors contribute their funds via UBS, which subsequently provides matching funds. These financial resources are allocated to us through formal grant agreements.

We are registered with the Fundraising Regulator and are dedicated to adhering to the principles and practices outlined in its Fundraising Standards Scheme.

Our fundraising efforts rely on fostering strong relationships. We do not use cold calling or data lists provided by third parties, nor are we involved in on-street fundraising. This helps ensure vulnerable individuals and the public are protected from actions that intrude on personal privacy or exert undue pressure to donate.

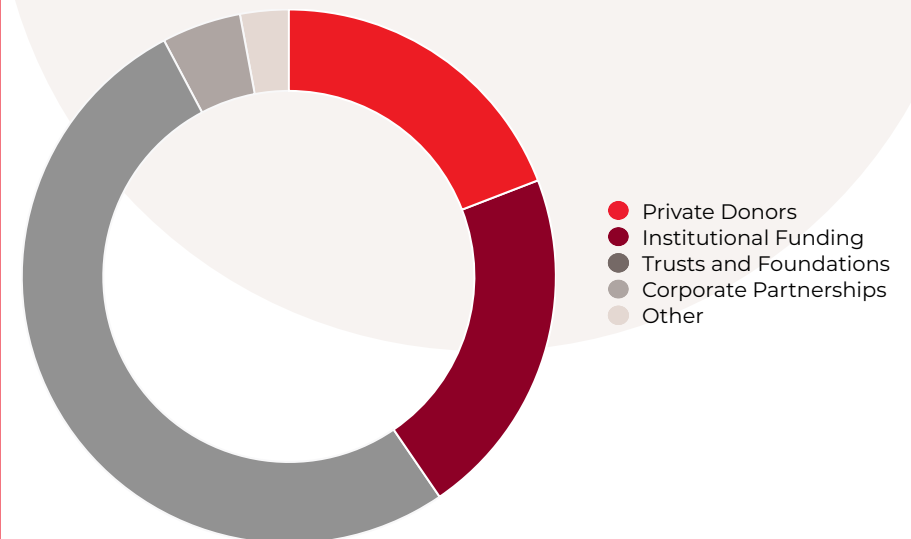
During the period there have been no complaints about our fundraising activity and we have ensured that we are fully GDPR compliant, helping to guarantee that we do not intrude on an individual's privacy. We also ensure good practice with a number of policies and procedures, including a fundraising code of conduct policy, a donation acceptance and refusal policy, and a fundraising concern procedure.

**£5.1**  
MILLION RAISED

**10%**  
FUNDRAISING  
EXPENDITURE

## Total income

For the 16 months ended December 2024



## MONEY MATTERS

# Roll call

Our work is made possible by the generosity of hundreds of individuals, community fundraisers, businesses, trusts, foundations and governments. They fuel what we do and we are forever grateful. This includes:

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**BPL Global**

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**Bruderhof Communities**

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**Comic Relief**

---

**Community Foundation for Surrey**

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**Euromonitor**

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**Greater Manchester Combined Authority on behalf of Challenger**

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**Marinus Analytics**

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**Myriad Canada**

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**Office of the Police and Crime Commissioner for Surrey**

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**Scottish Government**

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**Sussex Police & Crime Commissioner**

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**Temple Spa**

---

**Texel Foundation**

---

**The Freedom Fund**

---

**The Swire Charitable Trust**

---

**Think Property Finance**

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**UBS Optimus**

---

**UK Government**

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**UNICEF**

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**U.S. Department of State**

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## TRUSTEES REPORT

# Trustees Report

The Trustees, who are also the Directors, present their report together with the financial statements for the 16-month period ended 31 December 2024.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing document

Justice & 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 & Care is managed by a strong executive leadership team.

The work of Justice & 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's strategy 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 55.

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 & 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 & 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 & Care also 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.

### 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.

## GRANT MAKING POLICY

A small amount of our budget is used to help facilitate our partnerships and work around the world. This includes supporting Justice & Care Romania and our work with the McCain Institute.

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

## TRUSTEES REPORT

Where appropriate, given the nature of the partnership, 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 & Care, knowledge sharing between organisations, and the building of local capacity.

## RISK MANAGEMENT

Justice & Care operates in a complex environment where risks to survivors, our people, operations, funding, and reputation must be carefully identified, assessed, and managed. We recognise that some risks, such as safeguarding, require zero tolerance, while others can be managed within a defined risk appetite. Our approach remains survivor-centred and focused on ensuring the highest standards of safety, integrity, and accountability.

The Board has overall responsibility for risk management and reviews the organisation's comprehensive risk register on a regular basis, with oversight provided by the Finance, Audit and Risk Committee. This structured process enables us to evaluate risks by both likelihood and impact, and to ensure that mitigating actions are embedded across the organisation.

Key areas of high risk

- Safeguarding and survivor protection
- Information and data security
- Financial integrity
- Reputation and trust
- People and capability

### Mitigations

#### Safeguarding and survivor protection

All staff, trustees and volunteers complete mandatory role specific safeguarding training, and our survivor-informed frameworks are embedded across programmes to ensure best practice. We have designated safeguarding leads in place with clear escalation pathways, and all new projects or programmes are risk assessed through a safeguarding lens

#### Information and data security

We follow the guidance of UK GDPR and the Information Commissioners Office and relevant international data protection laws. Sensitive case information is stored in secure case management systems with restricted access, and our cyber security resilience is tested regularly throughout the year with the support of external specialists. Staff also receive regular training on secure data handling, phishing awareness and confidentiality to reduce the risk of breaches.

#### Financial integrity

Robust financial controls are in place, supported by delegated authority limits and regular oversight. Internal and external audits are conducted to ensure compliance, and due diligence checks are undertaken on donors, partners and suppliers. Oversight is provided by the Finance, Audit and Risk Committee to ensure strong governance and accountability. In addition, we continue to monitor and respond to the challenging fundraising environment affecting the wider charity sector, actively diversifying our income streams and managing reserves prudently to safeguard our sustainability.

#### Reputation and trust

We maintain transparency in our reporting and communications with donors, partners and the wider public.

All partnerships undergo ethical screening and due diligence processes, and crisis communications protocols are in place to respond to emerging issues. Reputational risk is further managed through strong governance frameworks aligned with international best practice.

#### People and capability

We continue to invest in leadership development and succession planning to ensure continuity and resilience across our teams. Staff wellbeing and resilience initiatives are embedded into our organisational culture, supported by learning and development opportunities across all offices. Recruitment and retention strategies are designed to attract and retain the best talent for the future.

Looking forward, we remain committed to building organisational resilience, embedding a strong culture of accountability, and ensuring our approach to risk management evolves with emerging challenges. This enables us to continue delivering our mission with excellence, protecting those we serve, and sustaining the trust placed in us.

## TRUSTEES REPORT

### FINANCIAL REVIEW

In 2024, we changed our financial year end to 31 December, to better align with organisational activity and donor reporting. This has resulted in a 16-month reporting period from 1 September 2023 ending 31 December 2024. Therefore, the comparative amounts presented in these accounts and related notes relate to the 12-month period ending 31 August 2023.

We continued to strengthen our sustainable funding base during the course of the period. Income was also helped through a more significant payment by UBS Optimus - as we transitioned to a new way of working with the Foundation. We are looking to raise in excess of £3.9 million during 2025, despite a challenging fundraising landscape, particularly with institutional funding.

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

During the period, Justice & Care Bangladesh had income of £1,322,292 (12 months 2022/23: £613,897) and expenditure of £1,071,837 (12 months 2022/23: £658,231).

Justice & Care Romania had income of £378,491 (12 months 2022/23: £128,876) and expenditure of £366,370 (12 months 2022/23: £153,409).

The consolidated results for the period, as set out in the Statement of Financial Activities, show income of £5,132,817 (12 months 2022/23: £2,884,768) and expenditure of £5,252,361 (12 months 2022/23: £3,378,059).

Total funds restricted and unrestricted as at 31 December 2024 amounted to £1,824,000 (as at 31 August 2023: £1,943,544).

Justice and Care had a sufficient level of unrestricted reserves of £1,695,466 as at 31 December 2024.

With our history of excellent results, effective partnerships and a strong fundraising team, the Trustees are confident that Justice & 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.

To achieve this, during the period we have chosen to change our methodology for calculating the required level of unrestricted funds from a minimum number of months of future expenditure to a risk-based approach.

Using the risk register we have undertaken an assessment to consider and quantify risk events that could de-stabilise the charity's financial sustainability and estimated the financial consequences of those risks.

When performing a quarterly reforecast these risks will be reassessed, and the adequacy of reserves will be reviewed in light of changes of costs and circumstances. If reserves were to fall below the target, Trustees may act to reduce further costs. Conversely, if reserves are in excess of target, Trustees may consider opportunities for innovation or growth. The trustees examine the level of reserves each year when setting the following year's budget and review the reserve policy annually.

At the end of the current period the unrestricted funds are £1,695,466 and the free reserves are £1,618,428. The level of reserves required based on the assessment was £800,000. The trustees therefore approved the use of some of the excess of reserves to be utilised in 2025.

#### Volunteers

Justice & 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 - including fundraising challenges - for us, helped with specialist skills such as marketing, and provided education in UK schools on the risks of modern slavery and human trafficking.

It also includes our Ambassador Group, which helps us promote the work of Justice & 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.

At the time of writing the leadership team are performing a strategic review of operations in Romania, following the departure of the team.



## LEADERSHIP

# Leadership

## COLLABORATION

## COURAGE

## EXCELLENCE

## RELENTLESS

## PIONEERING

### TRUSTEES

James Thomas  
 Jonathan Pugh-Smith  
 Jonathan Simpson (resigned 5 September 2024)  
 Lucy Colman  
 Christopher Coles (appointed 26 November 2024)  
 Samantha Brewer (appointed 26 November 2024)

### SENIOR MANAGEMENT

**Chief Executive Officer** James Clarry  
**Managing Director** Jamie Fyleman  
**Global Finance Director** Claire Walters  
**Global Director – Programme Strategy and Impact** Naomi James-Davis  
**Bangladesh Country Director** Tariqul Islam  
**Global Security and Risk Principal** Jon Bell

**Registered office** 10 Queen Street Place, London EC4R 1AG.  
**Independent auditors** HaysMac 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

A VIEW OF OUR FINANCIAL POSITION IN  
2023/24, INCLUDING INCOME, EXPENDITURE,  
RESERVES AND 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

In November 2024 Haysmacintyre LLP changed its name to HaysMac LLP. HaysMac 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: 24 September 2025



## 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 period ended 31 December 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated 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 December 2024 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 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 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 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 the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

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

## INDEPENDENT AUDITORS REPORT

exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

### Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 57, 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 company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wales and in Scotland, 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 2006 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and sales tax.

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 posting of improper journal entries. Audit procedures performed by the engagement team included:

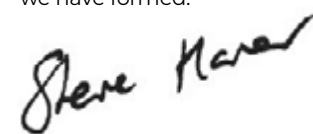
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying 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, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 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.



Steve Harper (Senior Statutory Auditor)  
24 September 2025  
For and on behalf of HaysMac LLP, Statutory Auditors  
10 Queen Street Place London EC4R 1AG





## FINANCIAL STATEMENTS

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (including Income and Expenditure Account) FOR THE 16-MONTH PERIOD ENDED 31 DECEMBER 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Total Funds 2023 £
<b>INCOME FROM:</b>					
Donations and legacies:					
Individual and corporate donations	2	2,629,188	2,436,762	5,065,950	2,857,945
Charitable activities:					
Fundraising events		33,129	-	33,129	12,049
Investment income	3	33,738	-	33,738	14,774
<b>TOTAL INCOME</b>		<b>2,696,055</b>	<b>2,436,762</b>	<b>5,132,817</b>	<b>2,884,768</b>
<b>EXPENDITURE ON:</b>					
Raising funds:	4				
Generating voluntary income		507,753	-	507,753	295,843
Charitable activities:					
Grant making	5	303,950	-	303,950	529,664
Other charitable expenditure	5	1,897,186	2,543,472	4,440,658	2,552,552
<b>TOTAL EXPENDITURE</b>		<b>2,708,889</b>	<b>2,543,472</b>	<b>5,252,361</b>	<b>3,378,059</b>
Net income and net movement in funds		(12,834)	(106,710)	(119,544)	(493,291)
Funds brought forward at 1 September 2023		1,708,300	235,244	1,943,544	2,436,835
<b>FUNDS CARRIED FORWARD AT 31 DECEMBER 2024</b>		<b>1,695,466</b>	<b>128,534</b>	<b>1,824,000</b>	<b>1,943,544</b>

All transactions during the period 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 2023 are shown in note 22. The notes on pages 65 - 74 form part of these financial statements.

## FINANCIAL STATEMENTS

**JUSTICE & CARE CONSOLIDATED BALANCE SHEET**  
**AS AT 31 DECEMBER 2024 company number: 06990037**

	Notes	Group		Charity	
		2024	2023	2024	2023
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	11	77,038	116,444	31,310	46,887
<b>CURRENT ASSETS</b>					
Debtors	12	280,257	85,189	260,918	69,432
Cash at bank and in hand		2,293,904	1,868,987	2,004,603	1,851,872
<b>TOTAL CURRENT ASSETS</b>		<b>2,574,161</b>	<b>1,954,176</b>	<b>2,265,521</b>	<b>1,921,304</b>
<b>CREDITORS</b> (amounts falling due within one year)					
	13	(827,199)	(127,076)	(806,599)	(95,839)
<b>NET CURRENT ASSETS</b>		<b>1,746,962</b>	<b>1,827,100</b>	<b>1,458,922</b>	<b>1,825,465</b>
<b>NET ASSETS</b>		<b>1,824,000</b>	<b>1,943,544</b>	<b>1,490,232</b>	<b>1,872,352</b>
<b>FUNDS OF THE CHARITY</b>	14				
Unrestricted funds		1,695,466	1,708,300	1,361,698	1,637,108
Restricted funds		128,534	235,244	128,534	235,244
<b>TOTAL FUNDS</b>		<b>1,824,000</b>	<b>1,943,544</b>	<b>1,490,232</b>	<b>1,872,352</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 £382,120 (2023: £424,424)

Approved and authorised for issue by the Trustees on 24 September 2025

TRUSTEE

TRUSTEE

The notes on pages 65 to 74 form part of these financial statements.

## FINANCIAL STATEMENTS

### CONSOLIDATED STATEMENT OF CASH FLOWS 16-MONTH PERIOD ENDED 31 DECEMBER 2024

	2024	2023
	£	£
<b>Cash flows from operating activities:</b>	<b>417,076</b>	<b>(450,911)</b>
<b>Cash flows from investing activities:</b>		
Interest income	33,738	14,774
Proceeds from the sale of fixed assets	3,500	-
Purchase of fixed assets	(29,397)	(16,824)
<b>Net cash provided by (used in) investing activities</b>	<b>7,841</b>	<b>(2,050)</b>
Change in cash and cash equivalents in the period	424,917	(452,960)
Cash and cash equivalents at the beginning of the period	1,868,987	2,321,947
<b>TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	<b>2,293,904</b>	<b>1,868,987</b>

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

Net expenditure for the period	(119,544)	(493,291)
Add back depreciation charges	56,009	41,631
Adjustment for balance sheet foreign exchange	4,532	(3,216)
Interest received	(33,738)	(14,774)
Loss/(profit) on the sale of fixed assets	4,762	-
(Increase)/decrease in debtors	(195,068)	42,777
Increase/(decrease) in creditors	700,123	(24,038)
<b>NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES</b>	<b>417,076</b>	<b>(450,911)</b>

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







## FINANCIAL STATEMENTS

### NOTES FOR FINANCIAL STATEMENTS FOR THE 16-MONTH PERIOD ENDED 31 DECEMBER 2024

#### 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, Second Edition ("SORP 2019"). 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.

##### Change of year end

In 2024, the charity changed its financial year end to 31 December, to better align with organisational activity and donor reporting. This has resulted in a 16-month reporting period from 1 September 2023 ending 31 December 2024. Therefore, the comparative amounts presented in these accounts and related notes are not entirely comparable versus the 12-month period ended 31 August 2023.

##### 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. The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

##### 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

Income is recognised in the period in which entitlement is established, when economic benefit is probable and the value can be measured reliably.

Where income is received in advance of the provision of goods or services, or where conditions attached to the income have not yet been met, it is deferred and recognised as a liability in the balance sheet. Deferred income is released to the Statement of Financial Activities in the period in which the charity earns the right to the income through delivery of the relevant services or fulfilment of the conditions.

Where income has been earned but not yet received at the reporting date, it is recognised as accrued income and included within debtors. Accrued income is measured at the fair value of the consideration receivable. Where uncertainty exists over receipt, appropriate provisions are made.

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.

## FINANCIAL STATEMENTS

### NOTES FOR FINANCIAL STATEMENTS FOR THE 16-MONTH PERIOD ENDED 31 DECEMBER 2024

#### 1 - ACCOUNTING POLICIES (CONTINUED)

##### Redundancy and termination payments

Redundancy and termination costs are recognised as an expense in the Statement of Financial Activities and a liability on the Balance Sheet at the point the Charity is demonstrably committed to either:

- terminate the employment of an employee or a group of employees before normal retirement date; or
- provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

The Charity is considered to be demonstrably committed only when it has a detailed formal plan for the termination and is without realistic possibility of withdrawal from the plan.

##### 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 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

Unrestricted 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.

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 FOR THE  
16-MONTH PERIOD ENDED 31 DECEMBER 2024

16 months ended 31 December 2024  
12 months ended 31 August 2023

## 2 - DONATIONS AND LEGACIES

	Unrestricted	Restricted	Total	Total
	2024	2024	2024	2023
	£	£	£	£
Individual donations	867,082	115,344	982,426	825,093
Corporate donations	102,207	144,395	246,602	158,516
Trusts, foundations and institutional funders donations	1,581,159	2,171,773	3,752,932	1,795,143
Gift aid on donations	78,740	5,250	83,990	79,193
	2,629,188	2,436,762	5,065,950	2,857,945

In 2023, donations and legacies was £2,857,945, of which unrestricted income amounted to £1,647,486 and restricted income amounted to £1,210,459.

The following trust, foundations and institutional funders supported the work of the Group and the amounts below are included in the table above:

	Restricted	Restricted
	2024	2023
	£	£
Sussex Police and Crime Commissioner	40,000	39,789
Greater Manchester Combined Authority	79,818	29,157
Community Foundation Surrey	10,000	-
The Swire Charitable Trust	30,000	30,000
UK Government	563,716	143,396
Comic Relief	60,689	90,506
U.S. Department of State, Trafficking in Persons Fund - The Freedom Fund	288,228	111,936

## 3 - INVESTMENT INCOME

	Unrestricted	Restricted	Total	Total
	2024	2024	2024	2023
	£	£	£	£
Bank interest	33,738	-	33,738	14,774

## 4 - COSTS OF GENERATING FUNDS

	2024	2023
	£	£
Staff costs	403,234	261,498
Fundraising costs	100,663	34,338
Website and related costs	3,856	7
	507,753	295,843

Costs of generating funds totalling £507,753 (2023: £295,843) was unrestricted.



## FINANCIAL STATEMENTS

NOTES FOR FINANCIAL STATEMENTS FOR THE  
16-MONTH PERIOD ENDED 31 DECEMBER 2024

16 months ended 31 December 2024  
12 months ended 31 August 2023

## 5 - CHARITABLE EXPENDITURE

	16 months ended 31 December 2024	12 months ended 31 August 2023
	£	£
<b>Grants</b>		
Grants	245,238	311,690
Allocation of support costs (see note 6)	58,712	217,974
	303,950	529,664
<b>Other charitable expenditure</b>		
Staff costs	2,101,187	1,473,563
Programme, travel and other costs	1,330,345	695,465
Allocation of support costs (see note 6)	1,009,126	383,524
	4,010,166	2,552,552

During the period, expenditure on charitable activities was £4,744,608 (2023: £3,082,616) of which unrestricted expenditure was £2,201,136 (2023: £1,295,506) and restricted expenditure was £2,543,472 (2023: £1,786,710).

## 6 - SUPPORT COSTS

	16 months ended 31 December 2024	12 months ended 31 August 2023
	£	£
Staff costs	427,159	192,735
Rent and premises costs	98,925	105,996
Insurance	20,684	10,697
Printing, stationery and telephone	35,576	14,320
IT and equipment	83,948	49,918
Professional fees	82,820	80,928
Depreciation	56,009	41,632
Governance costs (see note 7)	146,883	62,475
Other costs	115,834	42,797
	1,067,838	601,498

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

## 7 - GOVERNANCE COSTS

	16 months ended 31 December 2024	12 months ended 31 August 2023
	£	£
Legal fees	2,938	4,020
Audit fees	26,213	30,941
Consultancy fees	111,792	20,300
Other accountancy fees	5,940	7,214
	146,883	62,475

## FINANCIAL STATEMENTS

NOTES FOR FINANCIAL STATEMENTS FOR THE  
16-MONTH PERIOD ENDED 31 DECEMBER 2024

16 months ended 31 December 2024  
12 months ended 31 August 2023

## 8 - AUDITOR'S REMUNERATION

	16 months ended 31 December 2024	12 months ended 31 August 2023
	£	£
Fees payable to the group's auditor for the audit of the group's annual accounts	25,800	25,630
Fees payable to the group's auditor for all other non-audit services	1,108	2,173

## 9 - NET INCOME

	16 months ended 31 December 2024	12 months ended 31 August 2023
	£	£
<b>Net income is stated after charging:</b>		
Depreciation	56,009	41,632
Auditor's remuneration - audit	26,213	25,630

## 10 - STAFF COSTS AND NUMBERS

	16 months ended 31 December 2024	12 months ended 31 August 2023
	£	£
Wages and salaries	2,468,838	1,706,824
Social security costs	309,223	151,321
Pension contributions	100,928	69,651
Termination payments	52,591	-
	2,931,580	1,927,796

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

	16 months ended 31 December 2024	12 months ended 31 August 2023
Direct charitable activities	55	45
Support	15	13
	70	58

Employees whose emoluments (including termination payments) exceeded £60,000 in the period:

	16 months 2024	12 months 2024	12 months 2023
£60,000 - £69,999	4	1	-
£70,000 - £79,999	2	1	2
£80,000 - £89,999	2	1	1
£90,000 - £99,999	-	1	-
£110,000 - £119,999	1	1	-
£120,000 - £129,999	1	-	-
£150,000 - £159,999	1	-	-

The above figures have been calculated for 16 months for the period as required however for comparison purposes to the prior year we have included an illustrative 12-month period ended 31 December 2024.

No Trustees received remuneration during the period (2023 - £nil). No Trustees (2023 - nil) received reimbursement of expenses incurred in respect of travel and subsistence incurred performance of their duties during the period of Enil (2023 - £nil).

The total employee benefits (including employers pension contributions) of the key management personnel were £735,181 in relation to six directors (2023: £430,073 in relation to six directors)

## FINANCIAL STATEMENTS

NOTES FOR FINANCIAL STATEMENTS FOR THE  
16-MONTH PERIOD ENDED 31 DECEMBER 2024

## 11 - FIXED ASSETS

	Group Office & IT equipment £	Charity Office & IT equipment £
<b>Cost</b>		
At 1 September 2023	252,570	152,765
Additions	29,397	26,195
Disposals	(8,658)	(7,795)
Foreign exchange	(7,191)	-
At 31 December 2024	266,118	171,165
<b>Depreciation</b>		
At 1 September 2023	136,126	105,878
Charge for period	56,009	33,977
On disposal	(396)	-
Foreign exchange	(2,659)	-
At 31 December 2024	189,080	139,855
<b>Net book value</b>		
At 31 August 2023	116,444	46,887
At 31 December 2024	77,038	31,310

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

	Group 2024 £	2023 £	Charity 2024 £	2023 £
Trade debtors	32,025	47,103	32,025	47,103
Other debtors	15,569	17,503	11,507	11,507
Prepayments and accrued income	232,663	20,583	217,386	10,822
	280,257	85,189	260,918	69,432

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

	Group 2024 £	2023 £	Charity 2024 £	2023 £
Trade creditors	42,685	15,626	37,329	9,949
Accruals and deferred income	735,318	54,715	726,635	37,883
Taxation and social security	45,806	42,901	41,493	39,178
Other creditors	3,390	13,834	1,142	8,829
	827,199	127,076	806,599	95,839
<b>Deferred income rollforward</b>				
	Group 2024 £	2023 £	Charity 2024 £	2023 £
At 1 September 2023	-	-	-	-
Amount deferred in period	654,370	-	654,370	-
Amount released to income	-	-	-	-
At 31 December 2024	654,370	-	654,370	-

## FINANCIAL STATEMENTS

### NOTES FOR FINANCIAL STATEMENTS FOR THE 16-MONTH PERIOD ENDED 31 DECEMBER 2024

#### 14 - GROUP FUNDS

	At 1 September 2023 £	Income £	Expenditure £	At 31 December 2024 £
<b>Unrestricted</b>				
General	1,708,300	2,696,055	(2,708,889)	1,695,466
	1,708,300	2,696,055	(2,708,889)	1,695,466
<b>Restricted</b>				
Asia specific funding	81,539	942,479	(1,024,018)	-
European specific funding	85,697	1,437,783	(1,410,446)	113,034
Joint unit	-	36,000	(36,000)	-
Coalition	-	20,500	(5,000)	15,500
Systemic change unit	68,008	-	(68,008)	-
	235,244	2,436,762	(2,543,472)	128,534
<b>Total funds</b>	<b>1,943,544</b>	<b>5,132,817</b>	<b>(5,252,361)</b>	<b>1,824,000</b>

#### Restricted funding

As at 31st December 2024, £128,534 (2023: £235,245) is held in restricted funds.

#### Work in Asia

We have £nil (2023: £81,539) of restricted funds held at the period end. The restricted funding for our multi-year grants in Bangladesh is recognised at the same time as the expenditure for the activity funded is incurred, so any funds received in advance which have not been spent as at 31st December are included as deferred income.

#### European specific funding

The restricted funding in Romania received in the period was fully utilised. In the UK we hold restricted funds for a number of areas of our operational work - the largest is for our UK Victim Navigator Programme £108,834 (2023: £85,697).

#### Joint unit

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

#### Coalition

We have £15,500 (2023: £nil) of restricted

funds held at period end. The Coalition to Stop Slavery is a coalition of UK-based voluntary, community and statutory groups whose goal is to end modern slavery and human trafficking for good.

#### Systemic change

No restricted donations were received during the period for our international systemic change work with £nil (2023: £68,008) being held at the period end.



## FINANCIAL STATEMENTS

NOTES FOR FINANCIAL STATEMENTS FOR THE  
16-MONTH PERIOD ENDED 31 DECEMBER 2024

## 14 - GROUP FUNDS

	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>	<b>2,436,835</b>	<b>2,884,768</b>	<b>(3,378,059)</b>	<b>-</b>	<b>1,943,544</b>



## FINANCIAL STATEMENTS

NOTES FOR FINANCIAL STATEMENTS FOR THE  
16-MONTH PERIOD ENDED 31 DECEMBER 2024

## 15 - ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Restricted funds £	Unrestricted funds £	Total funds £
<b>Fund balances at 31 December 2024 are represented by:</b>			
Tangible fixed assets	-	77,038	77,038
Current assets	128,534	2,445,627	2,574,161
Current liabilities	(654,370)	(172,829)	(827,199)
	(525,836)	2,349,836	1,824,000

Analysis of group net assets  
between funds (2023)

	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

## CHARITY

	Restricted funds £	Unrestricted funds £	Total funds £
<b>Fund balances at 31 December 2024 are represented by:</b>			
Tangible fixed assets	-	31,310	31,310
Current assets	128,534	2,105,677	2,234,211
Current liabilities	(654,370)	(152,229)	(806,599)
	525,836	1,984,758	1,458,922

Analysis of group net assets  
between funds (2023)

	Restricted funds £	Unrestricted funds £	Total funds £
<b>Fund balances at 31 August 2023 are represented by:</b>			
Tangible fixed assets	-	46,887	46,887
Current assets	235,244	1,686,060	1,921,304
Current liabilities	-	(95,839)	(127,076)
	235,244	1,637,108	1,872,352

## FINANCIAL STATEMENTS

### NOTES FOR FINANCIAL STATEMENTS FOR THE 16-MONTH PERIOD ENDED 31 DECEMBER 2024

#### 16 - PENSION COMMITMENTS

The charity operates a defined contribution 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 £100,927 (2023: £69,651). Contributions totalling £1,140 (2023: £8,829) were payable to the fund at the balance sheet date and are included in creditors.

#### 17 - SUBSEQUENT EVENTS

In June 2025, the employees of Justice & Care Romania resigned. This is a non-adjusting subsequent event. See future plans within the Trustees Report for more details.

#### 18 - RELATED PARTIES

During the period, three trustees made donations totalling £132,000 (2023: three trustees made donations totalling £129,928). Additionally, one trustees facilitated grant donations of £84,095 to the Charity through their employer (2023: £41,735). During the period the charity made grant payments to Justice & Care Romania totalling £378,491 (2023: £111,806).

#### 19 - TAXATION

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

#### 20 - 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 period was £1,322,292 (2023: £613,897) and expenditure was £1,071,837 (2023: £658,231), resulting in a surplus of £250,455 (2023: deficit £44,334).

#### 21 - 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 period was £378,491 (2023: £128,876), and expenditure was £366,370 (2023: £153,409), resulting in a surplus of £12,121 (2023: deficit of £24,533).

#### 22 - COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (YEAR ENDED 31 AUGUST 2023)

	Notes	Unrestricted Funds	Restricted Funds	Total Funds 2023
		£	£	£
<b>INCOME FROM:</b>				
Donations and legacies:				
Individual and corporate donations	2	1,647,486	1,210,459	2,857,945
Charitable activities:				
Fundraising events		12,049	-	12,049
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>EXPENDITURE ON:</b>				
Raising funds:	4			
Generating voluntary income		295,843	-	295,843
Charitable activities:				
Grant making	5	529,664	-	529,664
Other charitable expenditure	6	765,842	1,786,710	2,552,552
<b>TOTAL EXPENDITURE</b>		<b>1,591,349</b>	<b>1,786,710</b>	<b>3,378,059</b>
Net income/(expenditure) for the year		82,960	(576,251)	(493,291)
Transfer between funds	14	(513,795)	513,795	-
Funds brought forward at 1 September 2022	14	2,139,135	297,700	2,436,835
<b>FUNDS CARRIED FORWARD AT 31 AUGUST 2023</b>		<b>1,708,300</b>	<b>235,244</b>	<b>1,943,544</b>





# THANK YOU

**This annual report was a team effort, but Justice & Care would like to extend particular thanks to Jamie Fyleman, Tors Kear, Emma Brazell and Alice Nottage for their work.**

We have also the privilege of collaborating with some outstanding external individuals and organisations. Their dedication, generosity, and expertise—often freely given—has made a lasting impact, and we are hugely thankful to all of them.

We are fortunate to have worked with the brilliant minds at strategic and creative communications agency, Emperor Works. A special thanks to Miles Wratten, Helen Porter, Maya Ladwa, Tracy Gunn and Jenni Fulton.

For turning our ideas into striking visuals, we're grateful to our long-time partner, Mark Craven at eyemultimedia.

Helping us shape our content with purpose was Dominic Murphy, who has our sincere appreciation.

The powerful images in this report are largely down to Tom Price, who captured scenes from Bangladesh, and Hazel Thompson, who joined us in Romania and on UK operations. If you scanned the QR code to watch our Champion Survivor film, the beautiful videography is the incredible work of Aaron Koch from Migongo Films.

Thank you to the experts who took the time to offer their viewpoints throughout this report - Jess Phillips, Minister for Safeguarding and Violence Against Women

and Girls, Detective Superintendent Mike Stubbins, Dr Hannah Miller, Global Research Lead and Aftercare Facilitator Rehena\*.

Finally, our deepest thanks go to every survivor who has trusted us to share their story in this report. We are proud to stand alongside you.





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