



SOPHIE HAYES
FOUNDATION

**ANNUAL REPORT AND
UNAUDITED FINANCIAL
STATEMENTS**

For year ending 31 December

2024

LEGAL AND ADMINISTRATIVE INFORMATION

Annual Report and Unaudited Financial Statements

For year ending 31 December 2024

Registered company number: 07886303 (England & Wales)

Registered charity number: 1145176

CHARITABLE OBJECTS

- 1) Relieve the charitable need of anyone who may have been a victim of human trafficking or other related forms of human exploitation; and
- 2) Promote awareness of human trafficking, its causes, manifestations and adverse consequences and to assist in the reduction and eradication of human trafficking in all its aspects.

The Trustees provide this report having paid due regard to the guidance issued by the Charity Commission guidance regarding public benefit.

Trustees	D Bekker	
	A Cole-Hamilton	
	L Haynes	
	F Lee	(Appointed 8 April 2024 - resigned 1 September 2025)
	K Papadopoulou	
Secretary	W Putman	
	M Shah	
	Vacant	
	Emily Death	
	Chief Executive Officer	
Senior management		
Charity number (England and Wales)	1145176	
Company number	07886303	
Principal address	Workspace	
	154-160 Fleet Street	
	London EC4A 2DQ	
	Workspace	
	154-160 Fleet Street	
Registered office	London EC4A 2DQ	
	Frances Wilde FCCA DChA	
	Warner Wilde	
	Chartered Certified Accountants	
	4 Marigold Drive	
Independent examiner	Bisley	
	Surrey GU24 9SF	
	HSBC Bank Plc	
	281 Chiswick High Road	
	Chiswick	
Bankers	London W4 4HJ	

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ACRONYM GLOSSARY

- CEFI - our Conversational English for Independence Programme
- CREW - Creative Resilient Empowered Women, our survivor community
- EP - Employability Programme, our flagship programme
- MEI - Monitoring, Evaluation, Impact, how we capture the impact of the work we do
- NRM - National Referral Mechanism, the UK system which identifies and supports victims of modern slavery
- RTW - Right to Work in the UK
- SHF - Sophie Hayes Foundation

OUR MISSION

Founded in 2011 by Sophie Hayes, a British woman trafficked into sexual exploitation overseas, Sophie Hayes Foundation's work has always been centred around sustainable freedom. Sustainable freedom means freedom from exploitation, slavery, and trafficking; and freedom to look to the future with renewed confidence, rebuilt skills, and a sense of purpose for survivors.

Whilst our mission of sustainable freedom has continued over the last 13 years, forms of exploitation, as well as the landscape of support to survivors of exploitation, has changed beyond recognition. To adapt and respond to this, our new clearly defined and executed mission, coupled with enhanced organisational recognition, and with survivor voice at its heart, will enable us to raise awareness, provide leadership, and develop the conversation on modern slavery and human trafficking in the UK.

Freedom from modern slavery, and human trafficking must be achieved through creating a community of survivors whose voices are amplified to challenge assumptions about slavery and trafficking and to work with policymakers and businesses to understand and tackle root causes of the exploitation of vulnerabilities.

We will build on our core strengths to consolidate, expand, and diversify our funding streams for the immediate benefit of our services and the long-term stability and growth of our organisation, opening up and seizing opportunities and partnerships which arise, to expand and improve our support to survivors.

Our strategy will bring stability and transformation, will be created through collaboration and inspirational leadership, will provide foundational support to survivors and empower them as actors for change.

We will work at two levels:

1

Freedom to look to the future with renewed confidence, rebuilt skills and sense of purpose can only be achieved by meeting survivors where they are in a complex survivor support landscape, adapting and responding to need as it arises, and pursuing new and innovative ways to open essential pathways to lifelong development, employment, and education opportunity, and long-term support to survivors of exploitation, slavery, and trafficking.

2

Whilst adapting and responding to need, we will boldly assert that survivors deserve better than a system in collapse, recognising their right to comprehensive care and a genuine pathway to sustainable freedom. To this end, Sophie Hayes Foundation will take up our place as a dynamic and recognised charity, carving out a thought leadership niche for ourselves where our unique voice will enable us to attest to measurable advocacy achievements which improve life for survivors in the UK, and in turn make society more equitable.

IN BRIEF - WHAT WE DO

Our mission is achieved through meeting survivors where they are in a complex survivor support landscape. We do this by adapting and responding to need as it arises. Our flagship service is the Employability Programme (EP). The Employability Programme works through three modules, from re-building confidence and sense of purpose; to concrete workplace skills like CV building, cover letter writing, or interview techniques; on to personalised follow-on support through access to work placements, volunteering, or education.

Community is at the heart of all we do. Our survivor community **CREW** - Creative Resilient Empowered Women - is a network of peer support, available to survivors on their own terms whenever they should choose to access it. It provides a rolling programme of skills workshops and social gatherings. From **CREW** we have built a Lived Experience Advisory Group with whom we consult and co-create new workstreams and approaches.

We do this through adapting to meet survivors where they are, our new strategy also asserts we do not accept a system which lets survivors down, increases their marginalisation, and disempowers them. We are taking up our place as an active advocate, amplifying survivor perspectives to raise awareness, keeping the topic of Modern Slavery and Human Trafficking (MSHT) high on the policy and public agenda.

EMPLOYABILITY
PROGRAMME
SOPHIE HAYES FOUNDATION



THE **C|R|E|W** Creative Resilient
Empowered Women

WELCOME FROM THE CHAIR

2024 was a year of positive change at Sophie Hayes Foundation. Reflecting back on the year just gone, it is clear the organisation has made a huge amount of progress, launching and reaching new strategic ambitions.

The change started from the first working day of the year when our new CEO, Emily Death, came on board. She has built great energy and momentum to the team and unlocked rapid and substantial developments in our services and operations.

At a governance level we have also seen several new trustees join the Board, this has provided valuable expertise and insight. Board members have been involved in the creation of the new strategy, and careful financial planning as we have sought to create a path towards financial growth and the long-term stability of our organisation and the invaluable services it provides.

The huge leap forward the organisation has taken this year means great ideas which have long been considered, came to fruition. One example is our pre-Employability programme English language support course. We piloted the course over the Summer, and have since rolled it out in full. It was developed to plug a gap in existing survivor support, as it had become clear to us level of English was a blocker for individuals wishing to join the programme. This is a clear demonstration of the agility and responsiveness of the Foundation to complex and developing need. Already, 31 women have completed the course, and of those 45% have continued onto the Employability Programme [Just verifying final stats and will insert them].

There are, regrettably, many obstacles which prevent women survivors of modern slavery finding employment. One of these is a lack of qualifications and experiences around which to build a successful CV. I am absolutely delighted to report that SHF has sought to address this need by providing a City & Guilds accreditation for the Programme, meaning all Programme Participants now receive a badge for their participation which they can use to evidence the skills they have built to employers. Over 100 women have already received this accreditation. One participant upon hearing about it told us,

"This is a great news. I had wanted to study some programs with City and Guilds but for over 5 years now I have not been able to raise the fees which was over £4000. This is fantastic, I had said to about 4 women I introduced to Sophie Hayes that the Employability Programme is one of the most great opportunities that any woman can have."

As a small charity, we could not do this work without a huge range of organisations and individuals who partner with us. Providing support, expertise, time, and resource. On behalf of Sophie Hayes Foundation - thank you to all our partners.

I have been incredibly fortunate this year to meet and work with several of the SHF and CREW survivor participants. I participated in the thoroughly joyful graduation ceremony, seeing clearly the ambition and appetite for autonomy these women have.

I am particularly impressed by the development of our CREW (Creative Resilient Empowered Women) survivor network this year. It has gone from strength to strength, providing an ever greater array of skills workshops, social gatherings, and tracks for learning and growth. It has become the entry point to all Foundation Programmes, and has grown into a Lived Experience Advisory Group with which we co-design new aspects of our work.

At Sophie Hayes Foundation we know this community of survivors is resilient, creative, and committed. With appropriate support, and, most crucially, given the right opportunities, this group of brilliant women will become a massive asset to our society and economy. Enabling and empowering them to take up their places is what we do at Sophie Hayes Foundation. And I am personally encouraged to see our policy and advocacy work take shape at the charity, calling for a landscape in which support is compassionate and readily available, and in which opportunity is provided to all.

As we end 2024, SHF has a variety of possible strategic options available to us. To continue to deliver in our defined employability niche with a unique service and dedicated funds, or to explore wider partnership in the sector and beyond. Whichever path we choose, I know that our exceptional team will deliver the best survivor outcomes and a bright future for the Foundation's work.

NICOLA MURPHY



OUR NEW STRATEGY

Developed collaboratively over the first quarter of 2024 and launched this Spring. The below is a summary of the new Sophie Hayes Foundation strategy.

Context

The Foundation's flagship Employability Programme was inspired by Sophie Hayes's journey to sustainable freedom, recognising the importance of community, independence, and opportunity. SHF Programmes have received consistently strong feedback from participants and the wider sector, highlighting their transformational impact on survivor recovery at a critical phase in their journey. However, going into 2024, we recognised that the modern slavery and human trafficking support system had changed beyond recognition since the introduction of the Modern Slavery Act in 2015 and the development of the Programme.

To meet survivors where they are, and to continue to provide transformative support to empower them to where they want to be, the Programme and all SHF services needed to pivot and adapt in response to survivor need and alongside legitimate sector partners. Over 2023 we began initial strategic research and groundwork, consulting with survivors and referral partners to better understand the pathways to support inside and outside of the National Referral Mechanism (NRM). We used these findings to adapt programming to provide wraparound support that is accessible to survivors whatever stage of their journey they may be at.

Regrettably, the topic of modern slavery has been forced down the political agenda, conflated by some politicians and certain parts of the media with broader culture war topics around migration. The safety net for survivors is in collapse. Legislation has completely failed to keep pace with changes in exploitative practices, such as a growth in homegrown slavery and trafficking in the UK.

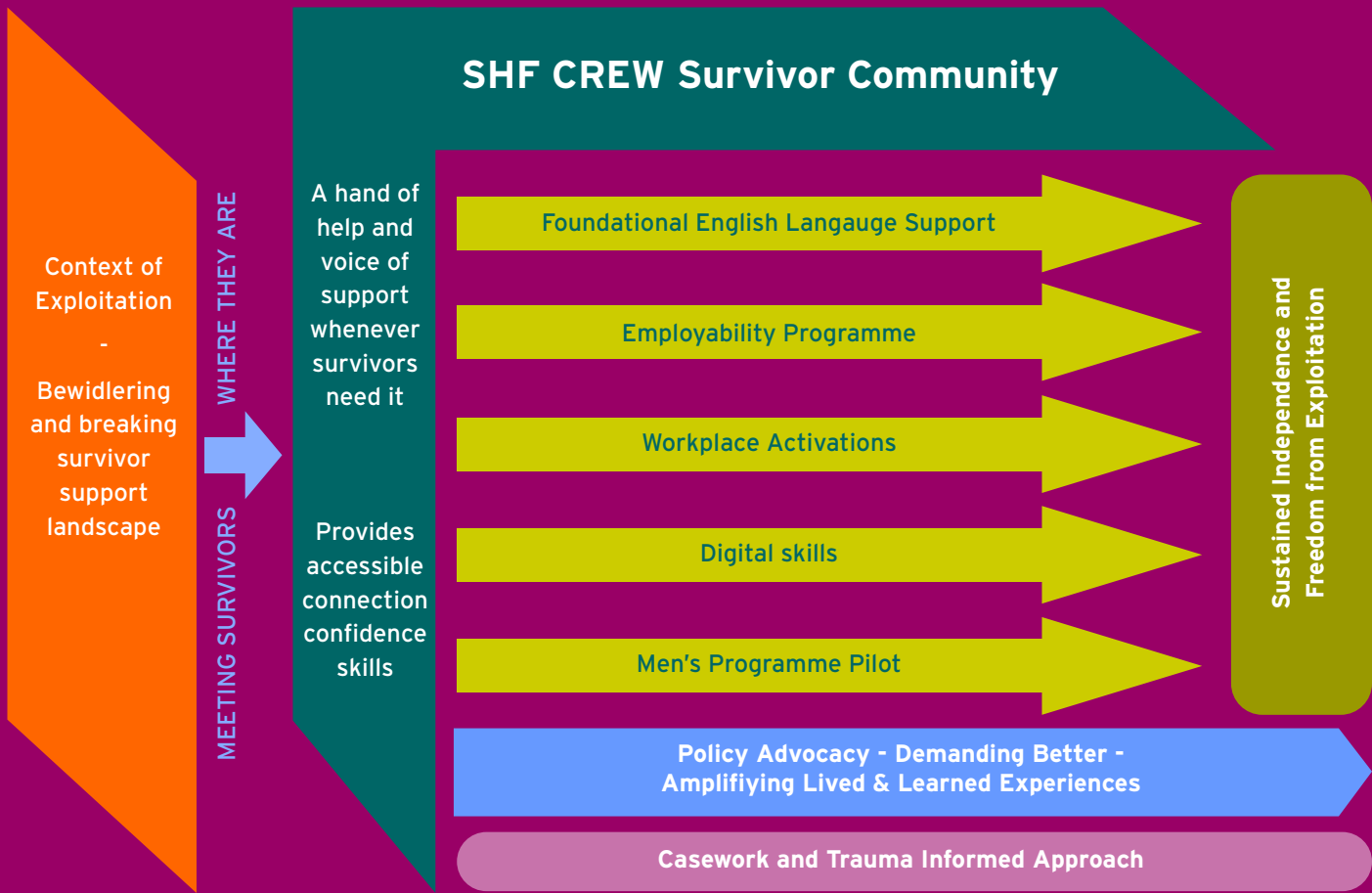
Whilst our new strategy recognises immediate survivor need and adapts our services to meet it, we do not accept a modern slavery and human trafficking approach in the UK which devalues previous leadership on this topic and dangerously undermines survivor support systems. Our strategy also sets out how we will take up our place as a dynamic charity, carving out a thought leadership niche for ourselves where our unique voice will enable us to attest to measurable advocacy achievements which improve life for trafficking and slavery survivors in the UK.

To meet this changing need, we also recognise it is vital that the charity retains and increases funding in a modern slavery support landscape that has changed beyond recognition in recent years. Our strategy thus seeks to set a vision for both our external and internal developments.

Although our ambitions are bold, we also recognise that SHF is part of a much wider anti-slavery sector, and it is only in partnership and through communicating much more widely that change will be effected. Every day, the Sophie Hayes Foundation team speaks to an individual or group who had no idea that slavery still existed, how we can be exacerbating exploitation through our daily habits, and that it takes place right on their doorstep. This means that every day, we meet a new potential actor for change in the fight against slavery and trafficking, who with the right information and opportunities for engagement, can become a champion for the work of the Foundation in supporting survivors to sustainable freedom, and our strategy sets out how we will seek to mobilise them.

Most crucially, the strategy seeks to centre the lived experience of SHF participants. Founded by a survivor, for survivors, lived experience has always been in the organisation's DNA. Our new strategy enables us to set a clear pathway for lived and learnt experience to be fully integrated into decision making throughout the organisation by design and for survivors to co-lead development of all of the charity's programmes, advocacy, and communications.

OUR THEORY OF CHANGE



STRATEGIC GOALS

OPERATIONAL GOAL

1. Stability and growth to sustainable freedom

Deliver robust and growing services supporting the sustainable freedom of our participants, increase the Foundation’s financial and operational stability and resilience, whilst making it nimble and ready to seize opportunities, ultimately setting us on a path to growth, driven by our exceptional people.

GOAL HIGHLIGHTS

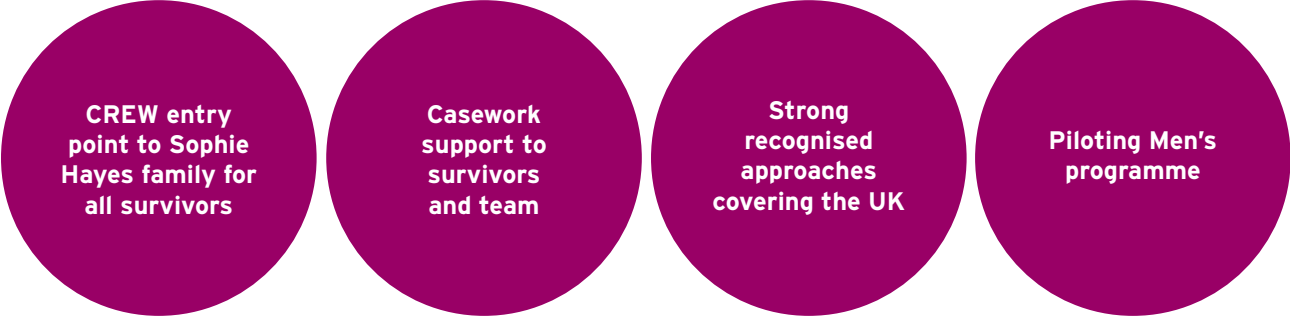


SERVICE DELIVERY GOAL

2. Meeting survivors where they are, supporting them to where they want to be

Adapt and expand programming with survivor voice at its heart, retaining our employability programme’s core strengths whilst making it able to pivot and respond to need, reaching survivors where they are and supporting and empowering them to where they want to be.

GOAL HIGHLIGHTS



ADVOCACY GOAL

3. Contributing to a better future for survivors

Develop and deliver measurable advocacy achievements in a clear thought leadership niche of sustainable freedom, alongside legitimate and creative partners, to bring much enhanced understanding and better informed decision-making amongst policymakers and citizens, businesses and consumers.

GOAL HIGHLIGHTS

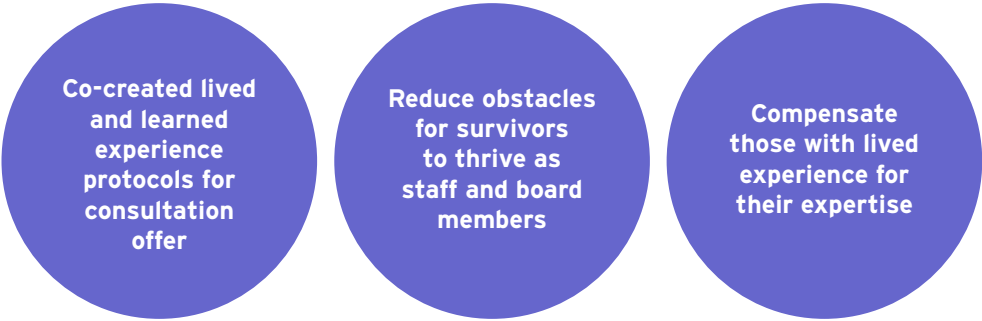


COMMUNICATIONS & PARTNERSHIP GOAL

4. Spreading the word

Become a nationally recognised charity with enhanced and coherent brand awareness and innovative engagement opportunities to inform and activate a diverse range of sustainable freedom advocates amongst partners, volunteers, donors, and engaged supporters.

GOAL HIGHLIGHTS



SURVIVOR EMPOWERMENT GOAL

5. Telling our stories

The experience of survivors of slavery and trafficking has informed Sophie Hayes Foundation’s approach from the outset. Critical to the legitimacy and success of all our work, will be the amplification of survivors’ stories. We will continually open up opportunities for survivor empowerment, providing skills and support to enable survivors to take them up.

GOAL HIGHLIGHTS



FOUNDATION VALUES

An important part of our collaborative approach to strategy development was discussing and designing the kind of organisation we want Sophie Hayes Foundation to be, based around the values we hold most dear:

We are BOLD

Slavery and trafficking are abhorrent crimes which have no place in the modern world. Survivors' stories of bravery and survival inspire us to be courageous in boldly challenging assumptions about slavery and trafficking, and in advocating with integrity to policymakers and citizens, businesses and consumers, for a future free from exploitation for all.

We are INCLUSIVE

We seek to build understanding and awareness of all areas in which exploitation of vulnerabilities can lead to modern slavery and human trafficking and the profound significance of intersectional marginalisation on survivors. We champion and amplify voices of survivors. We actively welcome and respect different perspectives and experiences from amongst staff, survivors, volunteers, trustees, and supporters, to enhance the quality of the services we provide and the work we do.

We are HOPEFUL

In supporting survivors to, and advocating for, sustainable freedom, we need to inspire people with hope and belief that a better future is possible. Adapting our approach to recognise the challenges people face, we remain optimistic and look to find and provide inspiration wherever we can.

We are INQUISITIVE

We are experts in our work with a thorough understanding of the context and realities of modern slavery and human trafficking, centred around lived and learnt experience. But we see great value in continued learning, and take up all opportunities to develop our skills and understanding. We invite everyone to inquire alongside us and believe in their roles as agents of change.

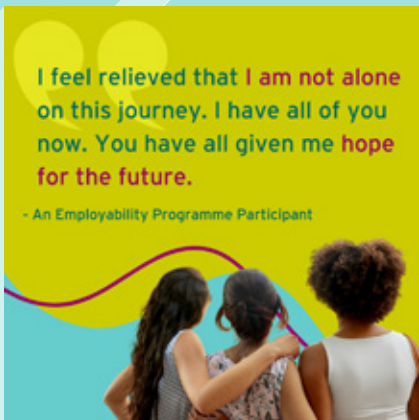
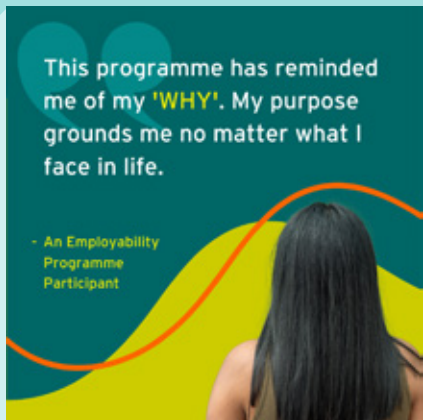
We are CREATIVE

We are flexible, adaptable, and responsive to change. We look to innovate, with an entrepreneurial and creative approach to providing opportunities for survivors and to expand our work. We are open to partnership with a wide range of institutions and businesses, and collaborating with them to co-create bold approaches to tackling exploitation and providing pathways to sustainable freedom.

REMARKS FROM THE CEO

2024 has been a hugely significant year for Sophie Hayes Foundation.

I joined the charity as CEO at the start of the new year. I was genuinely excited to come into an organisation that felt poised on the edge of incredible development. I saw an eager, enthusiastic and knowledgeable staff team; an impressive Board with a vast array of experience; an appetite for new services, partnerships; a nascent community of likeminded supporters; and at its core a compelling story, a strong case for existing, a clear purpose - to enable women survivors of modern slavery to live lives of freedom and autonomy. We got started right away. The first part of the year was focused on developing and launching the organisation's new strategy. I was delighted that we were able to make this a truly collaborative endeavour, we consulted and co-



designed our new approaches with stakeholders across the organisation - our survivor community who had themselves experienced Sophie Hayes Foundation programmes, our staff, trustees, volunteers, and partners in the wider sector. The result was our new Strategy, launched in Spring 2024, which seeks to meet survivors where they are, in a complex and hostile support system, and take them to where they want to go. We present more details of the strategy and its successes so far, in this report. The Strategy also sets out how we demand better for survivors than a support system which fails them, taking up our place as active advocate with and for survivors. This is of particular importance to me, coming from a background of politics and campaigning. I can see that SHF holds a vital place in the anti-slavery sector, having supported hundreds of survivors, being very well-respected by partner organisations. We have a unique base of knowledge and lived and learned experience we can bring to important policy debates. The time is truly now as the shocking scale of modern slavery continues to grow in the UK, hidden in plain sight in all of our communities. Without the financial independence, community contribution, and social routine that employment provides, we know at SHF that it is almost impossible to break free from cycles of re-exploitation. Whilst we have seen this to sadly be the case, it is of vital importance that we can evidence this. To that end, SHF has sought out and won research funding from the Modern Slavery Policy Evidence Centre for a research partnership with the University of Nottingham's Rights Lab who in 2025 will conduct an Independent Evaluation of the effectiveness of our Employability Programme as an intervention targeted on preventing re-exploitation. We believe this will bring hugely significant and robust findings to strengthen our advocacy position and programme delivery in the years ahead. Whilst the environment for small charities is undeniably tough, and demand for services grows ever more complex, our brilliant team at Sophie Hayes Foundation

have achieved an incredible amount this year. They have dedicated themselves tirelessly to providing quality, compassionate services; securing stable and growing funding to enable our development; and building an empowering and enjoyable place to do meaningful work. I am proud of them all. Our bold vision will require significantly increased funding, and some great funding wins in the second half of this year have been instrumental in all we have achieved in 2024. I want to personally thank everyone who supports the Foundation in our work with women survivors - to the grant-making organisations, business partners, and many generous individuals who contribute, we could not do this work without you. 2024 was an important year for the Foundation, but it was also just the start, here's to what 2025 has in store!

EMILY DEATH

Emily Death



KEY 2024 ACHIEVEMENTS



SURVIVORS CASE STUDY

“

“My name is Esther, and I am 48 years old. I was raised in Nigeria, and my life changed drastically when I was taken to the UK. I was promised work, but instead, I was forced into sexual labour. It was awful.

During my exploitation, I was treated in such an inhumane way. I wasn't a person, my feelings didn't matter. I was treated like a machine to make money with. This stuck with me for years, it's hard to see your value after someone has placed such a low price on it.

It's difficult to describe my experience, I felt nobody understood me. I couldn't return to Nigeria because my traffickers were still there, so I claimed asylum and have been waiting for over 15 years. I felt like I was only surviving, not living, and that my life ended the moment I got trafficked.

I spent many years alone until my support worker referred me to the Sophie Hayes Foundation. I remember my first day, I was both nervous and excited for a new start. It was my first time in education since I was a child, and I worried I wouldn't keep up. I also take medication for anxiety and depression, which leaves me tired. I didn't take it on the first day, afraid I'd oversleep, and ended up having a panic attack. I was embarrassed and afraid I'd be judged or kicked out.

A staff member took me to a quiet garden, calmed me down, and reassured me. They told me I didn't need to prove anything to anyone but myself, and recovery is a journey. If I needed reminders for class, they would help, it was never an issue. I will never forget this feeling, I felt pressure was lifted, it was okay to make mistakes as long as I tried.

After that, I completed the session with my classmates. This was a big step for me, and I still consider it one of my proudest moments. Since then, I've achieved many goals through the Employability Programme. The biggest was gaining the courage to sign up for college. At 47, I thought it was too late for me, but I've completed my Level 2 in English, Level 1 in Maths, and am working on my Level 2 in Maths. I want to go to university to become a teacher. I believe my purpose is to give others the chance to learn as well.

I'm thankful to the Employability Programme for teaching me that life is a journey, and it does not matter what age you are to achieve your goals and your purpose.”



MONITORING, EVALUATING, AND COMMUNICATING OUR IMPACT

The following pages represent data related to the survivors engaged with Sophie Haes Foundation in 2024, including demographics, types of exploitation, and participation in programmes.

Participants referred to EP

164

Participants onboarded onto EP

131

Participants referred to CEFI

43

Participants onboarded onto CEFI

31

OVER

150

participants attended Programme and CREW sessions

OVER

600

contact hours delivered to survivors

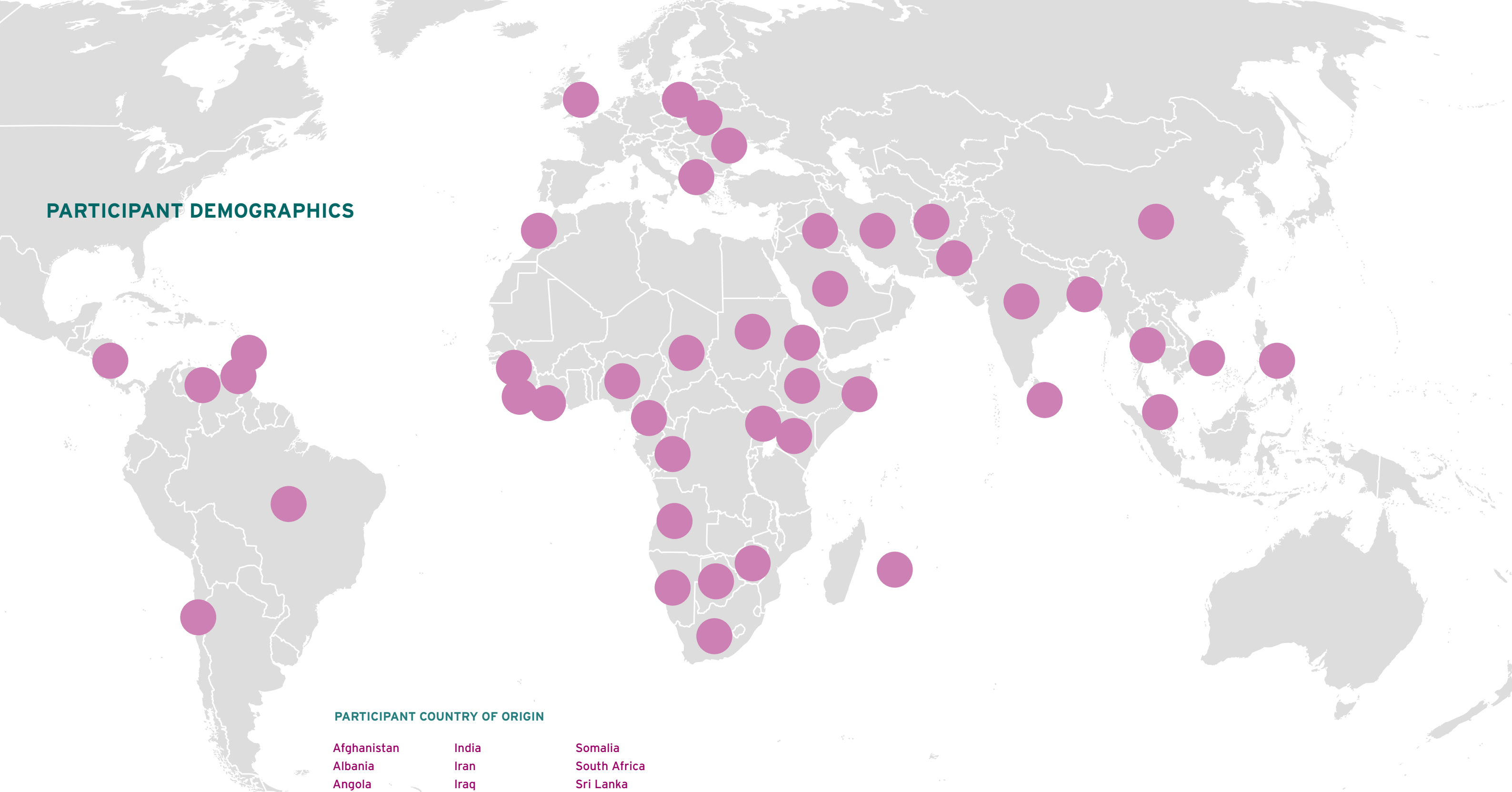
AGE RANGE

20

Years old

73

Years old



PARTICIPANT DEMOGRAPHICS

PARTICIPANT COUNTRY OF ORIGIN

- | | | |
|-------------|--------------|-------------------------|
| Afghanistan | India | Somalia |
| Albania | Iran | South Africa |
| Angola | Iraq | Sri Lanka |
| Bangladesh | Ivory Coast | St Vincent & Grenadines |
| Botswana | Kenya | St. Lucia |
| Brazil | Malaysia | Sudan |
| Cameroon | Mauritius | Thailand |
| Chad | Morocco | Trinidad & Tobago |
| Chile | Namibia | Uganda |
| China | Nigeria | United Kingdom |
| Congo | Pakistan | Venezuela |
| Eritrea | Philippines | Vietnam |
| Ethiopia | Poland | Zimbabwe |
| Gambia | Romania | |
| Honduras | Saudi Arabia | |
| Hungary | Sierra Leone | |

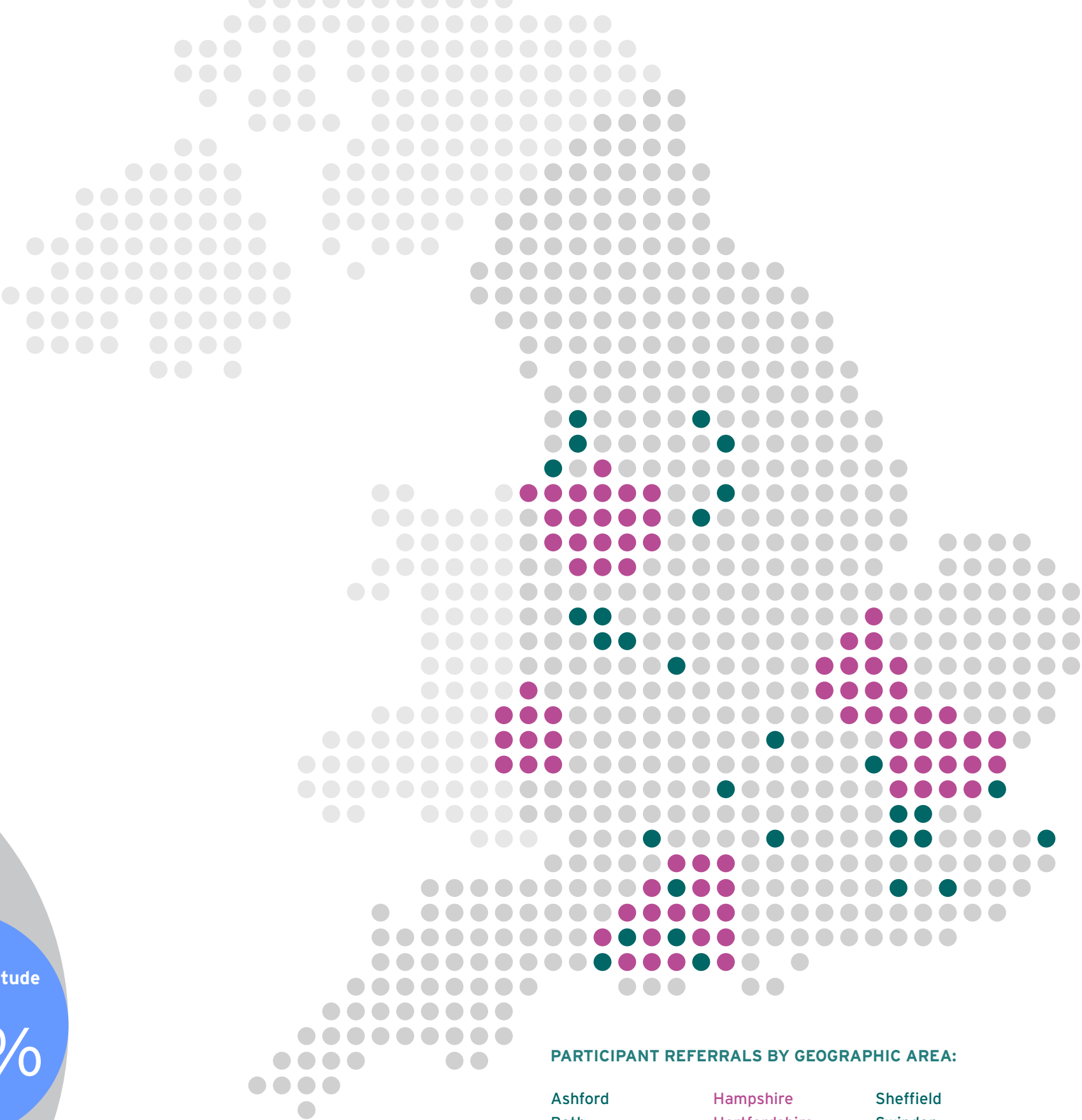
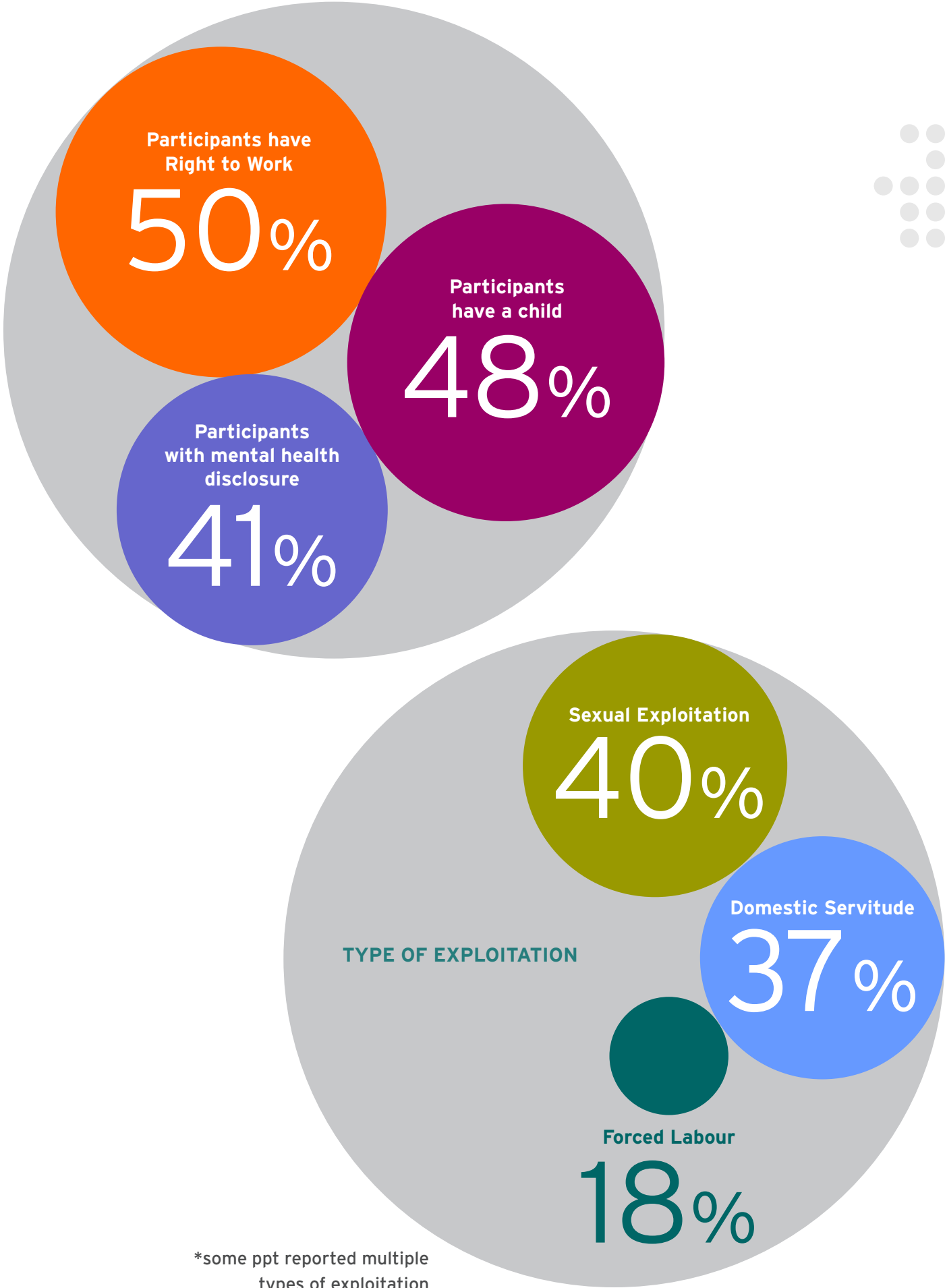
**TOP 3
NATIONALITIES WE
SUPPORT**

Albanian

Pakistani

Nigerian

PARTICIPANT DEMOGRAPHICS

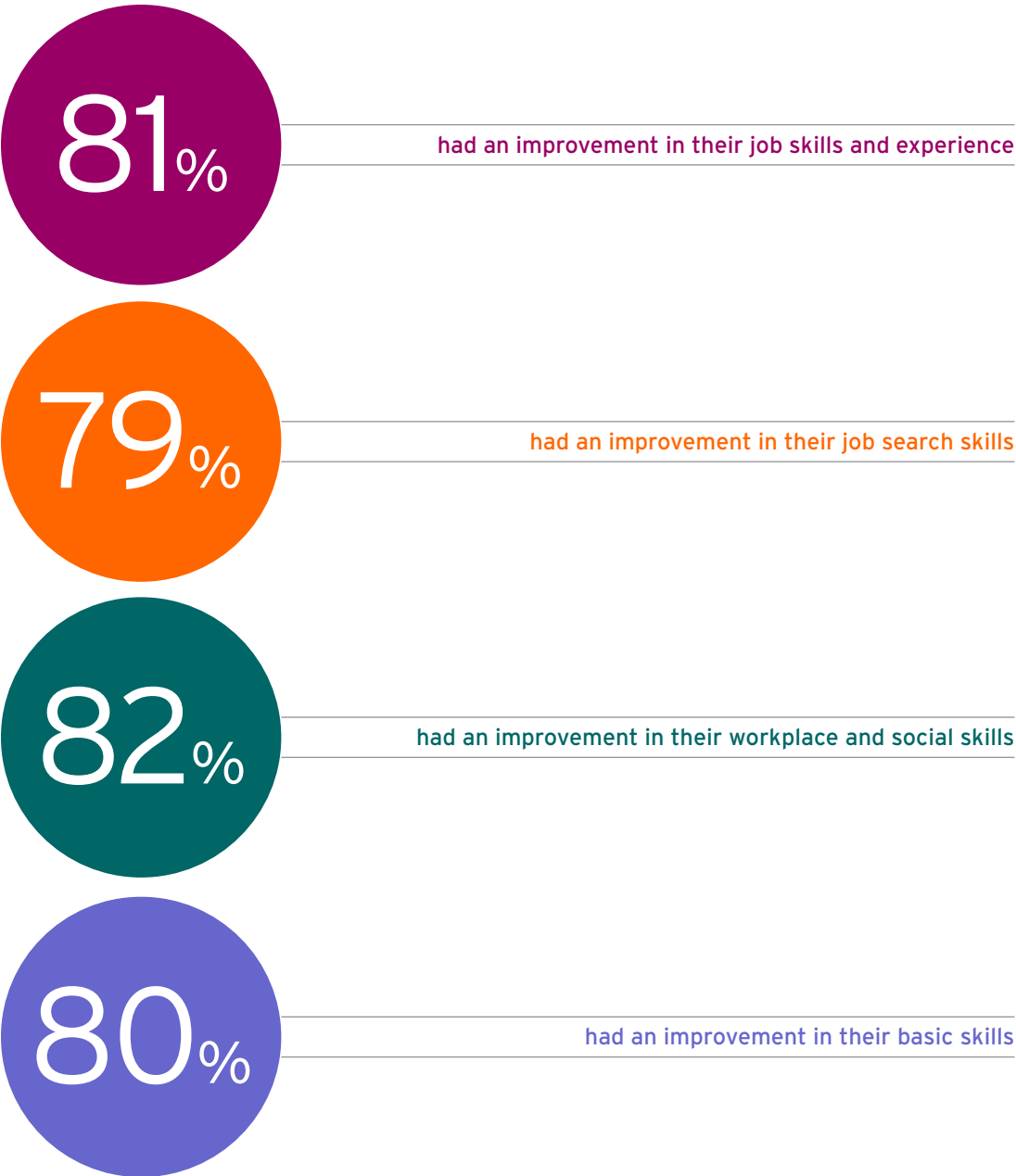


PARTICIPANT REFERRALS BY GEOGRAPHIC AREA:

- | | | |
|----------------|---------------|-----------------|
| Ashford | Hampshire | Sheffield |
| Bath | Hertfordshire | Swindon |
| Bedford | Leeds | Southampton |
| Birmingham | Liverpool | Southend on sea |
| Bournemouth | London | Stourbridge |
| Bradford | Milton Keyes | Telford |
| Broadstairs | Oxford | Wednesbury |
| Broxbourne | Portsmouth | West Bromwich |
| Cambridgeshire | Preston | Wigan |
| Cheshire | Reading | Wimborne |
| Coventry | Redhill | Winchester |
| Essex | Rotherham | |

EVALUATION STATISTICS

We acknowledge that not all progress is linear and can be measured in number, there are also instances where participants discover they have more to learn then they originally thought or feel like they didn't learn more due to personal circumstances.



DESTINATIONS CALLS

Sophie Hayes Foundation monitors and evaluates the success of our Programme and enables the women survivors participating in it to gauge their own progress.

As an intentionally deep service targeted at long-term transformation, it can actually be some time after the lifetime of the Programme that participants achievements attest to its full impact. In Summer 2024, to evaluate the medium and longer-term impact of the Employability Programme, we contacted all (nearly 300) former participants, speaking to over 120.

Here is a summary of the quantitative and qualitative responses they gave:



MEI DEVELOPMENT PLAN

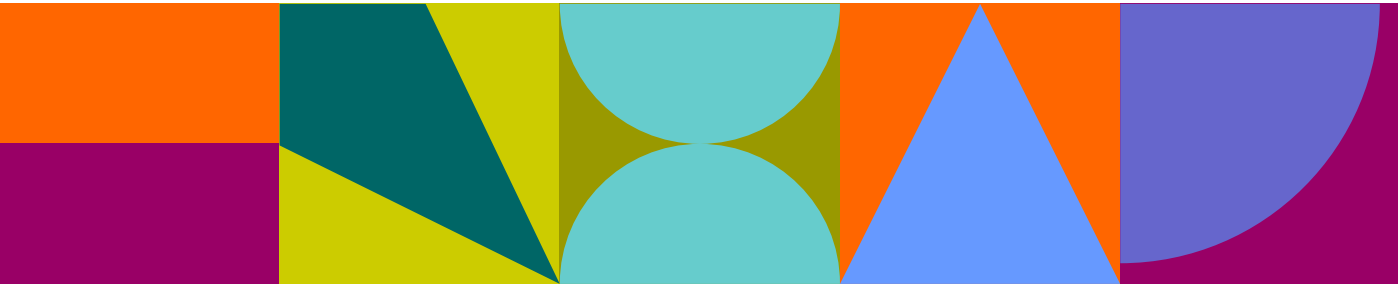
This process was just the starting point for our development of the way Sophie Hayes Foundation monitors, evaluates, and communicates our impact.

Having worked in the long-term survivor support field for well over a decade, the organisation has built up a great deal of anecdotal knowledge and awareness of what support is transformational in the long-term and where gaps are. It is an important next step to be able to provide qualitative and quantitative evidence to reinforce this knowledge, work with survivors in the achievement of their goals, and advocate for quality contextualised support in the sector and beyond.

To this end, and in line with our strategy, we created a research partnership with one of the foremost academic departments working on issues around Modern Slavery

in the UK – the University of Nottingham’s Rights Lab. With them, we bid to and were awarded funding from the Modern Slavery Policy Evidence Centre. They have commissioned us to deliver an Independent Assessment of the Effectiveness of the Sophie Hayes Foundation’s Employability Programme as an intervention targeted at preventing re-exploitation.

Not only will it provide vital evidence of the need for support with a long-term view, this research partnership with the University of Nottingham will enable the SHF team to build and develop our research and data gathering and analysis skills significantly. The capacity building this project provides, will leave Sophie Hayes Foundation with a refreshed and greatly improved approach to monitoring and evaluating our services.



GOVERNANCE

Principles

The Foundation conducts the charity in compliance with the principles established in our Code of Conduct, our values, and all applicable laws including charity law, company law, and laws and regulations covering health and safety, data protection and employment.

The charity is registered in the UK (Registered England & Wales Charity Number: 1145176) and also a company limited by guarantee (Registered Company Number: 7886303).

The liability of the Members is limited to a sum not exceeding £1.00, being the amount that each Member undertakes to contribute to the assets of the Charity in the event of its being wound up while he, she or it is a Member or within one year after he, she or it ceases to be a Member, for: payment of the Charity’s debts and liabilities incurred before he, she or it ceases to be a Member; payment of the costs, charges and expenses of winding up; and adjustment of the rights of the contributories among themselves.

Board Members

Subject to the Charity’s Articles of Association, the Trustees, as directors of the Charity, are responsible for the management of the Charity, for which purpose they may exercise all the powers of the Charity.

Trustees fulfil their roles on a voluntary basis, they are not employees of the Charity and do not receive any kind of remuneration.

In 2024 the Charity was governed by the following Trustees as members of its Board:



Nicola Murphy, Chair of the Board: CEO of the River Group, entrepreneurial leader, marketing and brand specialist, digital transformation, communications and PR.



Konstantina Papadopoulou, Treasurer, Chair of Risk & Finance Committee, Trustee: Strategy, Mergers & Acquisitions and Transformation senior executive with experience gained in global business services organisations, including real estate, legal and technology. Angel Investor and Board Advisor.



Laura Haynes, Chair of Governance & Nominations Committee, Trustee: President Blackbird Consultants, Chair Emeritus of UN Women UK, Director Haymarket Impact, Fellow of the RSA



Danielle Bekker, Trustee: Senior Executive with international experience in FMCG Innovation and Supply Chain and entrepreneurship. Portfolio Non-Executive Director.



Alex Cole-Hamilton, Trustee: Consultant with experience in business ethics, corporate responsibility, INGO senior leadership, charity governance.



Francesca Lee, Trustee: CEO/Founder, Social Value Architect. Portfolio Non-Executive Director. Focuses on helping large SMEs meet sustainability regulations and create social impact strategies.



Wouter Putman, Trustee: Business strategy and management, digital transformation and marketing, data driven decision making, analytical leadership.

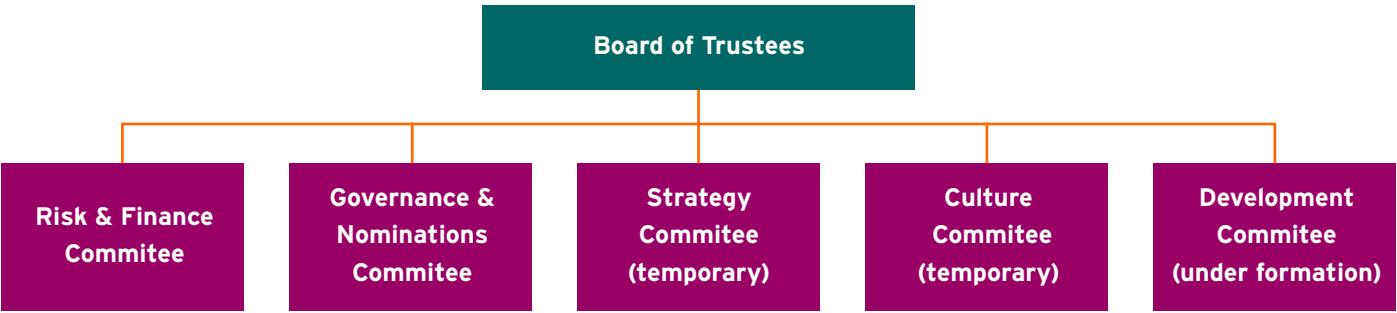


Mamoon Shah, Trustee: Events Lead at British International Investment, experienced in events, campaigns, strategy production and delivery, corporate partnerships, and public affairs.

Board Members who resigned during 2024

- Clare Bouwmeester (31.12.24)
- Mema Nackasha (14.2.24)
- Graham Stanton (29.2.24)
- Rachel Turk (27.11.24)
- Leanne Wright (18.2.24)

Board Structure



Note: Only Risk & Finance and Governance & Nominations are permanent committees, temporary and project based committees are assembled on an ad hoc basis.

- Board of Trustees meets on average once every two months.
- Committees meet between monthly and once every three months dependent on their mandates and urgencies.
- Committees exist to leverage and channel the specific expertise of Trustees into particular areas of the charity’s operations. Committees work separately on particular areas of focus (eg. new budget forecast, updating risk register, policy review) and make recommendations to full Board during Board Meetings.
- Risk & Finance Committee maintains oversight of budgeting, financial and reserves position, cash flow management safeguarding, risk register.

Risk Register is a key facet of Board Management and is reviewed by the Committee and full Board bi-annually.

Budgeting for the year ahead is conducted in the Autumn, with reforecasts as required in Spring and throughout each year.”
- Governance & Nominations Committee manages Board appointments, onboarding, and training, and organisational policies.
- The Strategy Committee was constituted for around six months from 2023 to 2024 to enable the drafting, approval, and launch of the new organisational strategy.
- The Culture Committee was constituted in response to organisational and leadership transition, composed of different stakeholder groups across the organisation.
- The Development Committee is intended to support Charity fundraising efforts and its composition has been under development in 2024.

Policy Review

In 2024 a complete review of all organisational policies was initialised and completed by the Board and Staff at SHF. Dissemination and launch has taken place towards the end of the year. All new policies are in compliance with legal and charitable obligations, but also modernised in line with principles of good governance, and espousing the ethos of trust in our brilliant people to act in the best interests of the Charity. The full list of organisational policies held is as follows:

BOARD

- General Policy for Board of Trustees
- Governance and Nominations Committee Terms of Reference
- Risk and Finance Committee Terms of Reference

FOUNDATIONAL

- Code of Conduct – trustee, staff and volunteer
- Communications Policy
- Confidentiality and Data Protection Policy
- Governance and Compliance Policy
- Health and Safety Policy
- Respectful Workplace
- Safeguarding Policy
- Speaking Out

Safeguarding

Given the nature of the work the Foundation conducts, safeguarding of service users, staff, volunteers, and all those who come into contact with SHF is of paramount importance.

The aforementioned policy is, we believe, a very thorough, compliant, and tried and tested approach to the issue, having been created with expert external consultancy guidance which built on compliance and best practice. This is reinforced by a structure and procedure, with responsibility for safeguarding spearheaded by our Designated Officers and Leads within both staff and trustees’ teams.

We actively work to promote and embed the six principles of safeguarding, Empowerment, Prevention, Proportionality, Protection, Partnership and Accountability. We always work to empower the service user, whilst maintaining contact with referral partners and case workers.

Staff and volunteer wellbeing is a priority, and we provide wellbeing supervisions for staff working directly with service users and opportunities for further training in Trauma Informed practice for example.

Equity, Diversity & Inclusion (EDI)

As a foundation working with survivors of modern slavery, we are committed to building a workforce and culture that reflect the diversity of those we serve. We believe diverse perspectives unlock new ideas, deepen impact, and help build

OPERATIONAL

- Absence Reporting and Sick Leave
- Anti-Harassment and Bullying
- Complaints Statement and Procedure
- Conflict of Interest
- Cookies and Privacy
- Data Protection Policy
- Disciplinary Procedure
- Diversity and Inclusion Statement
- Employee Handbook
- Equal Opportunities Policy (including DEI statement)
- Family Leave Policy
- Finance Policy
- Flexible Working
- Grievance Procedure
- Lone Working Policy
- Performance Management Policy and Procedure
- Recruitment Policy and Procedure (incl safer recruitment)
- Safeguarding Policy and Procedure
- Speaking Out Policy & Procedure

a more just and inclusive world. Our survivor-centred approach is covered in the Lived Experience section; here, we highlight our broader EDI work.

Embedding EDI in Our Culture

Inclusion was embedded as a core value through our new strategy, Sustainable Freedom from Modern Slavery, co-created with staff, trustees, and survivors. The value “We are inclusive” affirms our commitment to welcoming and respecting all perspectives across the organisation.

To support a values-led culture, we established a Culture Committee made up of trustees, staff, and a volunteer – diverse in age and ethnicity. Between March and September 2024, the group led staff and volunteer surveys and workshops. EDI emerged as a clear priority. To take this forward, we began working with the Lloyds Bank Foundation to carry out a full EDI review, due to complete in 2025.

Monitoring Representation

We also began formally tracking and reporting EDI data on race, disability, gender, sexual orientation, to support transparency and inform future EDI steps.

- **Lived Experience:** 10% of staff have lived experience of modern slavery
- **Executive Team:** 25% African, 25% Chinese, 50% White British
- **All Staff:** 20% African, 30% White (non-British), 50% White British
- **Board:** 14% Pakistani, 14% Chinese, 29% White British, 29% White (non-British)

*Ethnic categories indicated are self-selected by staff members in a monitoring form.

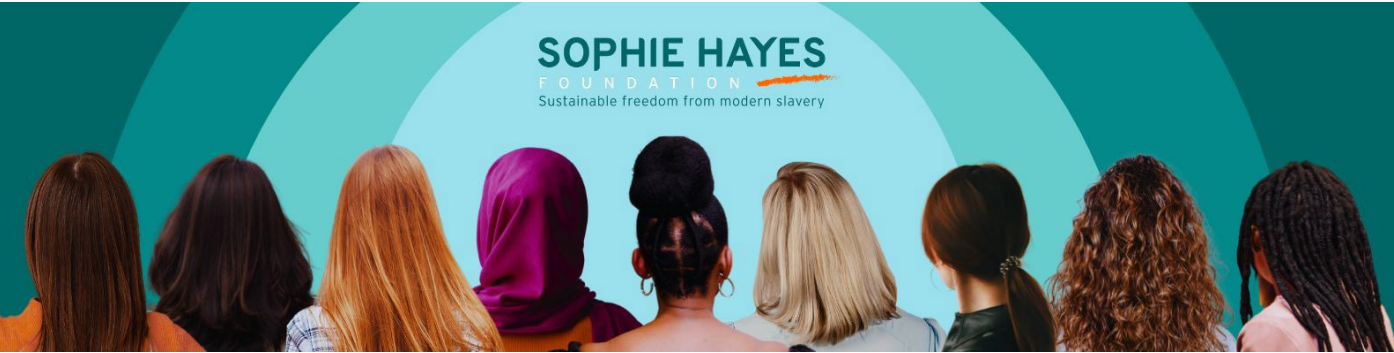
Embedding EDI in Policy

We also strengthened our internal policies, embedding EDI into our Code of Conduct. It now sets clear expectations around respect, openness, active listening, and championing equity in how we work together.

Risks

The Trustees have identified the risks facing the charity and taken steps to mitigate those. Our approach to risk considers risk of harm, regulatory, financial and reputational risk – reviewed six monthly by the executive and RFC and annually to the board.

OUR PEOPLE



Our bold, inquisitive, inclusive, creative, and hopeful values set out the ethos of Sophie Hayes Foundation and our team.

We are exceptionally lucky to bring together a staff, trustee, volunteer, survivor, and partner team who are experienced experts and practitioners in the anti-slavery sector, with a vast range of experience from the worlds of charity, business, politics, hospitality, law, academia, health and social care, education, accountancy and beyond.

The following quotes from our staff and volunteers tell the story of 2024 at Sophie Hayes Foundation in their own words:

Josephine Adejopo, CREW Coordinator

“I got an email recently from the CEO of one of our referral partners and it says the participant “broke the news to me in tears of joy! You have no idea how much difference you have made in her life already” and it speaks volume on the impact the work we do have on the women we support in ensuring continuous sustainable freedom. Changing one life at a time including myself as an alumni of the Employability Programme. In the past few weeks I have received a number of phone calls from alumni and current participants getting their right to work and finally being able to move onto the next stage of their lives and being grateful for the support they have received from the SHF staffs, it has really been a few weeks of tears of joy, especially for Participants that have lost hopes now been able to see a bright future ahead of them even with all the uncertainty life has thrown at them and will still throw at them, to me that deserve celebration. We are the voice of hope, the little ray of light for the women we support and am proud to be part of that amazing story.”

Caitlin Battersby, Development & Policy Officer

“This year, I moved into the Development and Policy role at Sophie Hayes Foundation and I have been delighted to work across our fundraising activities as well as being involved in our growing policy and advocacy activities. This has been a great year to be a part of the Sophie Hayes team and a real pivotal moment was the development of our new strategy, which we were all able to collaborate on, as well as the amazing graduation ceremony for participants at the end of the year.”

Mary Lazarus, Volunteer

“It’s the people that make volunteering for the Sophie Hayes Foundation so rewarding - the resilient survivors and the dedicated staff team. Watching each cohort of survivors grow in confidence during the course of the programme is extremely rewarding and inspires me to continue volunteering for the Sophie Hayes Foundation. Being part of a programme that injects some positivity and affirmation into the lives of survivors participating in the Employability Programme is more than enough inspiration and encouragement to continue volunteering with the Sophie Hayes Foundation.”

Rebecca Parkes, Volunteer

“As a volunteer, my favourite sessions on the employability course are very early on in the workshops part of the programme. Those where the participants have to think about their strengths and skills and purpose. It is hard to say good things about yourself to others. I never tire of seeing it come together, when they realise their unique self can fit perfectly into a team, knowing that what they are good at and the ways in which they learn can complement the different skills of others perfectly. Later on in the programme, I see those same women empowering each other, prompting each other about these strengths that they have and reminding each other of their purpose and their strengths, building each other up.”

Carly Webster, Head of Operations

“CREW remains the most meaningful part of my role at SHF. Seeing a group of previous graduates from EP plan 2024’s Graduation was a highlight of the year. It’s a privilege to see women begin to thrive again and play a small part in their journey.”

Maeve O'Briant, Digital Content Creator

“The past year at Sophie Hayes Foundation has been profoundly life-changing. It has opened up new opportunities that have added to my skills and reshaped my aspirations. I began 2024 as the Digital Content Creator, and left with the additional role of Programme Coordinator, now enjoying a hybrid role in which one side feeds into the other. Delivering our programmes has been a privilege, with the incredible women enrolled widening my perspective every day. They truly teach us as much as we teach them, and I’m so grateful to witness this chapter of their journeys. This is the first time I’ve worked somewhere in which I can say that my work truly matters - it makes a tangible difference in individual lives - and that is such a gift.”

Jo Wells, Learning & Development Officer

“After listening to participants struggling to access volunteer opportunities in the NHS, I supported NHS England to change their volunteering application process to not require a ‘Right to Work’ check. As a team we consulted numerous referral partners and identified that there was a growing need for English language support prior to participants joining the Employability Programme and so I co-developed CEFI - our Conversational English for Independence course. As I transitioned to my current role, I continued to deliver and develop resources for CEFI as well as resources to be used in training for external organisations.”

Angela McHale, Volunteer

“Speaking to participants to help gather evaluation data was an uplifting and moving highlight for me as I got to hear a consistent voicing of positive progress, achievement and confidence as a result of their being part of SH programmes.”

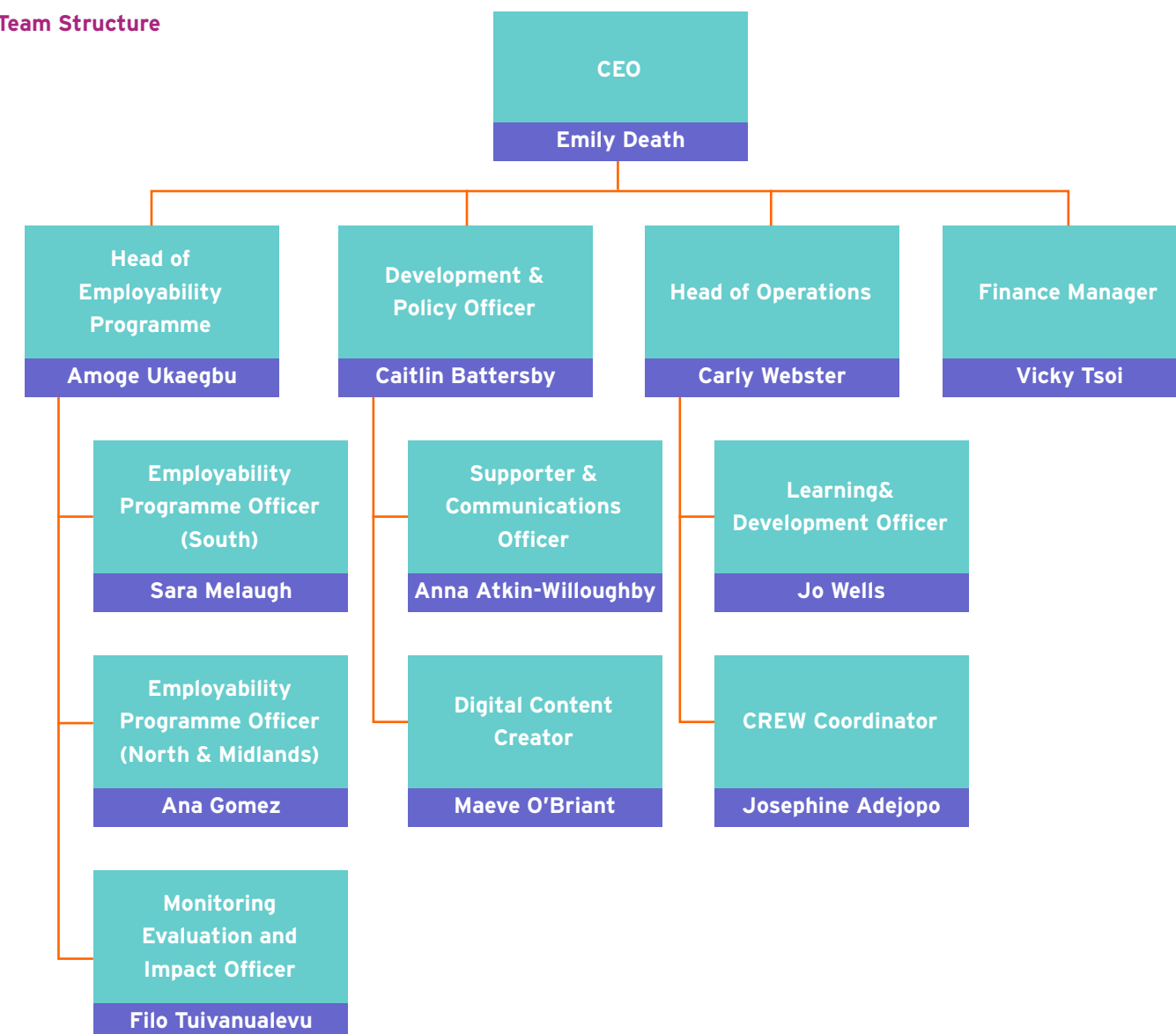
Corporate Volunteers from Partner Organisations

“I chose to volunteer because I wanted to support others in learning English, helping them improve their chances of finding employment and building a better future. I know how important that support can be—when I first arrived in Scotland, I had very little English and low confidence. Thankfully, I met people who were willing to help me along the way. Volunteering with the Sophie Hayes Foundation gave me the opportunity to give back and show participants that a better life is possible. These women are survivors of human trafficking, and their challenges are far greater than mine were. But being there for them, witnessing their progress, and seeing their confidence grow has been incredibly rewarding. It’s a truly uplifting experience that reminds me that even in the most difficult circumstances, there is always hope.”

“Volunteering with the Sophie Hayes Foundation has been incredibly rewarding, allowing me to connect with inspiring individuals and contribute to their English language learning. Witnessing their growing confidence from meeting to meeting was particularly meaningful and brought immense joy to all of us volunteers.”



Team Structure



Team Culture

In recognition of changes in new leadership and significant growth over recent years, a Culture Committee was established at the end of 2023, comprised of staff members, trustees, and volunteers.

The dialogue the Committee sought to engage in was around:

- What kind of culture do we want?
- How will we get there?
- How will we embed and communicate this?
- How will we monitor progress and impact?

Our Annual Staff & Volunteer survey was conducted in June. Following the above work of the Culture Committee, we saw a significant improvement since the previous survey, in particular in the following areas:

- Motivated to perform to best of their ability
- Able to prioritise workload
- Satisfied with the amount of autonomy and collaboration
- Feeling safe to share their opinions, ask questions and make mistakes
- Feeling safe to approach leadership
- Recommending us as an employer

Volunteers

Volunteers at SHF support and facilitate our programmes. We are pleased to say we have several who have been with us many years.

Volunteers attended training in 2024 on trauma informed practice, graduations, and funding bids. They are critical to our work and a true part of the team as the quotes above from our volunteers demonstrate.

Part of the options proposed to survivor participants in Module 3 of the Employability Programme is also around volunteering, we have been delighted to see an increasing number of former participants volunteering on the SHF Programmes.

Lived Experience

Founded by a survivor for survivors, survivor voice has been in our DNA since 2011.

We are proud and confident to say that empowerment informs everything we do. Participants have reflected to us that statutory support is essentially disempowering, housing or asylum payments are given, without scope for choice or autonomy.

The transformation of our survivor community CREW (Creative-Resilient-Empowered-Women) has been one of the most significant areas of development for the organisation, which will continue in the coming years.

In 2024 we evolved our CREW Committee into a Lived Experience Advisory Group (LEAG). This group has already been critical to our development, they have been consulted with and co-designed our new organisational strategy, as well as the next phase of our programmes.

For 2025 onwards, we have an ambitious two-track Programme for the LEAG. Track one is skills building, with a series of modules designed to provide experience and training on topics including consultancy 101; public speaking, communication, policy and advocacy; fundraising; project management. Building from these, the LEAG will engage in consultancy and co-design on all new areas of the organisation's work and external research.

The LEAG are compensated for their time and valuable experience (through vouchers as they do not all have the Right to Work) and can access additional resources to support participation including IT, travel costs, childcare, wellbeing support.

SHF participants already are, and will go on to be, powerful advocates for themselves, and other survivors of exploitation and diverse forms of marginalisation in the UK.

During an International Women's Day event for our survivor community CREW (Creative-Resilient-Empowered-Women), a Graduate of the Employability Programme expressed our Lived Experience work in her own words:

"The every woman image represents the diversity of all the women at Sophie Hayes. It represents the women who've impacted the world, who've transformed the world by speaking out with a lot of courage and with a lot of scrutiny. But it also represents women like Sophie Hayes who are nameless and faceless, but who through their courage and through their resilience were able to transform the lives of each of us here. And so I look at this every woman face and I see all of the millions of women across the world who are campaigning and all the women who are quiet - we are surviving on a day-to-day basis, we are nameless and faceless and unseen. But in their lives they're fighting wars and overcoming what feels impossible to overcome."



We are consistently seeking participant feedback on our services, using this to develop. Participants shared that they often referenced the Employability Programme (EP) on their CVs, but attaining a qualification from their participation would be much more useful and widely recognised when pursuing further education, training, or employment. Having discussed this need with the Independent Anti-Slavery Commissioner, she facilitated a connection with City & Guilds who have rolled out a full accreditation and badging for our EP. Starting 2025, participants will be able to evidence they have completed Module 1, 2, 3, or the entirety of the EP with a City & Guilds accreditation badge. Through this, City & Guilds have invited us to become part of a group working on a new tool being developed with organisations, employers and marginalised groups to recognise strengths developed through Lived Experience, in which we will champion the perspectives of survivors of exploitation.



ACCOUNTS SUMMARY

Sophie Hayes Foundation generated total income of £633,269 in 2024, compared with £593,205 in 2023, an increase of 7%. £137,849 of the income came from Donations & Gifts (2023: £106,167), £484,716 from Grants (£442,313) and the remainder from Other. Other includes Appeal Income of £4,923 (2023: £8,432).

The cost of raising funds, at £10,707 was 52% lower than last year (2023: £22,513).

Charitable Activities costs during the year were £591,781, compared with £542,258 in 2023, a £49,523 increase, i.e. 9% greater than 2023. In this period, direct costs were £538,612 (2023: £488,096), support costs were £50,911 (2023: £49,898) and Governance cost was £2,258 (2023: £4,264).

Thus the charity recorded a net surplus of £30,781 for the year, compared to a £28,434 surplus in the previous year (increase of 8%). As a result, total funds (reserves) at the year-end amounted to £178,665 (2023: £147,884) a 21% increase, of which £149,324 (2023: £83,160) is unrestricted, and £29,341 (2023: £64,724) is restricted.

The charity does not have investments or make grants.

The Board of Trustees are satisfied with the performance of the charity during the year and the position at 31st December 2024 and consider that the charity is in a strong position to continue its activities during the coming year, and that the charity’s assets are adequate to fulfil its obligations.

Income & Expenditure - A Year of Change at Sophie Hayes Foundation

Going into 2024 we had set ourselves an ambitious budget, aiming at a growth in income of nearly 25% from 2023. At the start of this year, many variables were in play, including several new team members, and a period of uncertainty around major grant renewal.

Whilst we did not quite hit this level of growth, we did achieve growth of around 7% in income from 2023 to 2024, enabling us to close out the year with an operating surplus increase of £30,781 and holding reserves of over four months of operating costs, in line with our policy of three to six months.

With judicious management of resource, we managed to cut planned expenditure by around 15%. Savings were particularly found on reduced office rent, strategic reorganisation underway in 2024, and savings on hard cost programmatic expenditure such as materials and travel fares.

At Sophie Hayes Foundation, in common with the rest of the charitable sector, we are undeniably seeing a challenging funding landscape, with diminishing available resource becoming heavily over-subscribed, and our approach to creating a stable resource took persistence and determination this year.

That being said, there were some significant wins on the funding front, bringing new and creative partnerships, and we close the year in a strong position to continue our work at scale and with efficient resourcing. We would like to warmly thank all of our supporters and spotlight some sources of funding in illustration in this report.

Our Funders

- Another Way Women's Fund
- Big Give
- Blackbaud Community Matters
- CB&HH Taylor 1984 Charitable Trust
- City Bridge Foundation
- Edward Cadbury Charitable Trust
- Garfield Weston Foundation
- Henry Smith Charity
- Hiscox Foundation
- Lloyd's Bank Foundation
- National Lottery Communities Fund
- Rosa: The UK Fund for Women & Girls
- Souter Charitable Trust
- The Anti-Slavery Collective
- A broad range of generous individual and philanthropic contributors.



C B and H H Taylor 1984 Trust



Grantmaker Spotlights

The Anti-Slavery Collective

The Anti-Slavery Collective was founded in 2017 by HRH Princess Eugenie and Julia de Boinville. It is a convener of people, organisations and ideas. In 2024 they launched a Small grants programme to empower the organisations in the Anti-Slavery sector delivering direct support to survivors.

Sara Woodcock, CEO of the Anti-Slavery Collective:

“One of our strategic priorities is to support survivor-led organisations based in the UK. The Anti-Slavery Collective proudly supports the vital work of organisations like the Sophie Hayes Foundation and their work alongside survivors of human trafficking to break cycles of poverty, violence, and disadvantage.

Our granting model is based on the principles of equality and partnership - we believe that the grassroots organisations that we support are experts who we can constantly learn from. The work that Sophie Hayes Foundation does is deeply thoughtful, and has clear and measurable impact on the lives of survivors of modern slavery.

We were particularly keen that our support should enable the development of Sophie Hayes Foundation’s survivor community CREW. We are looking forward to deeper

and continued partnership in 2025, including visits for our team to see the important work of Sophie Hayes Foundation first hand, to celebrate the important work our partners do, and continue learning from those with lived experience of modern slavery.”



Funds for the Future

The shape of funding over the coming 1-3 years for Sophie Hayes Foundation will be somewhat different. We have come to a natural end of some of our larger grant cycles, have been in the process of re-applying for them, and have been building our innovative and creative approaches to unlocking new grant funding, partnerships, individual donations, challenge and social fundraising events, and institutional funds.

At this stage we are forecasting healthy growth in income in 2025, enabling us to dedicate more expenditure to our service delivery. We have set out a reasonable but, we believe, achievable growth strategy over the coming 3 years, building from the level of income growth seen in 2024.



Big Give

Big Give is a unique funder in that it provides match funding for a targeted campaign to support women and girls sector charities in the month of October. We applied and were successfully awarded £10,000 of match funding in 2024 which would be unlocked by us raising the equivalent £10,000 amount from our own networks.

We are exceedingly grateful to the Big Give for the direct financial support they provided, as well as the launchpad for a targeted period of highly successful fundraising. We mobilised our major donor community, known as the Freedom Circle; created specialised social media content and videos to advertise the campaign; and held a rock gig in Central London kindly hosted and organised by partner organisations in the legal and professional services sector.

We smashed our target, raising £32,459 in just the one week and becoming the top raising charity in 2024’s Big Give Women and Girls match funding session.



FINANCIAL REPORT

Charity registration number 1145176 (England and Wales)
Company registration number 07886303

SOPHIE HAYES FOUNDATION
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	D Bekker A Cole-Hamilton L Haynes F Lee (Appointed 8 April 2024 – resigned 1 September 2025) K Papadopoulou W Putman M Shah
Secretary	Vacant
Senior management	Emily Death Chief Executive Officer
Charity number (England and Wales)	1145176
Company number	07886303
Principal address	Workspace 154-160 Fleet Street London EC4A 2DQ
Registered office	Workspace 154-160 Fleet Street London EC4A 2DQ
Independent examiner	Frances Wilde FCCA DChA Warner Wilde Chartered Certified Accountants 4 Marigold Drive Bisley Surrey GU24 9SF
Bankers	HSBC Bank Plc 281 Chiswick High Road Chiswick London W4 4HJ

LEGAL AND ADMIN INFO	Annual Report and Unaudited Financial Statements For year ending 31 December 2024 Registered company number: 07886303 (England & Wales) Registered charity number: 1145176
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Statement of cash flows	51
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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2024

The trustees present their annual report and financial statements for the year ended 31 December 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)".

Objectives and activities

Public benefit

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Achievements and performance

For charity achievements and performance in 2024, please refer to previous pages of this report.

Financial review

Reserves policy

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

Structure, governance and management

The charity is a company limited by guarantee.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

N Murphy	(Resigned 12 June 2025)
D Bekker	
C Bouwmeester	(Appointed 8 April 2024 and resigned 26 December 2024)
A Cole-Hamilton	
L Haynes	
F Lee	(Appointed 8 April 2024 – resigned 1 September 2025)
M Nackasha	(Resigned 14 February 2024)
K Papadopoulou	
W Putman	
M Shah	
R Turk	(Resigned 27 November 2024)
L Wright	(Resigned 18 February 2024)

Recruitment and appointment of trustees

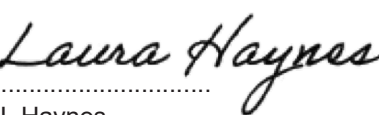
The number of Trustees shall not be subject to any maximum but shall not be less than two. Any person who is willing to act as a Trustee, and is permitted by law to do so, may be appointed to be a Trustee: by ordinary resolution; or by a decision of the Trustees. The usual term of office for a Trustee shall be three years, at the end of which they shall retire. Subject to article 24.2, a Trustee shall be eligible for reappointment by the Directors for a further term of three years. No Director shall serve for more than six consecutive years, unless the Trustees consider it would be in the best interests of the Charity for a particular Director to continue to serve beyond that period and that Trustee shall be reappointed for a maximum of one additional year. Trustee vacancies are advertised on external platforms and recruitment takes the form of an open competition in which prospective Trustees are interviewed by existing Trustees. This process, as well as Trustee induction and training, is managed by the Governance & Nominations Committee

None of the trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

The trustees' report was approved by the Board of Trustees.



L Haynes

Trustee and Interim Chair as of 12 June 2025

Date: 26.9.25

INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF SOPHIE HAYES FOUNDATION

I report to the trustees on my examination of the financial statements of Sophie Hayes Foundation (the charity) for the year ended 31 December 2024.

Responsibilities and basis of report

As the trustees of the charity (and also its directors for the purposes of company law), you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006.

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the Companies Act 2006 and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011. In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011.

Independent examiner's statement

Since the charity's gross income exceeded £250,000, the independent examiner must be a member of a body listed in section 145 of the Charities Act 2011. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 386 of the Companies Act 2006.
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the Companies Act 2006 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Frances Wilde FCCA DChA
Warner Wilde
Chartered Certified Accountants
4 Marigold Drive
Bisley
Surrey
GU24 9SF
Date:

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2024

		Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	Notes	2024	2024	2024	2023	2023	2023
		£	£	£	£	£	£
Income and endowments from:							
Donations and legacies	3	334,695	292,148	626,843	259,452	317,139	576,591
Investments	4	1,248	-	1,248	1,045	-	1,045
Other income	5	5,178	-	5,178	15,569	-	15,569
Total income		341,121	292,148	633,269	276,066	317,139	593,205
Expenditure on:							
Raising funds	6	10,707	-	10,707	22,513	-	22,513
Charitable activities	7	264,250	327,531	591,781	207,884	334,374	542,258
Total expenditure		274,957	327,531	602,488	230,397	334,374	564,771
Net income/(expenditure) and movement in funds		66,164	(35,383)	30,781	45,669	(17,235)	28,434
Reconciliation of funds:							
Fund balances at 1 January 2024		83,160	64,724	147,884	37,491	81,959	119,450
Fund balances at 31 December 2024		149,324	29,341	178,665	83,160	64,724	147,884

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

BALANCE SHEET

AS AT 31 DECEMBER 2024

	Notes	2024		2023	
		£	£	£	£
Fixed assets					
Tangible assets	13		2,264		2,249
Current assets					
Debtors	14	8,902		14,628	
Cash at bank and in hand		190,580		163,509	
		199,482		178,137	
Creditors: amounts falling due within one year	15	(23,081)		(32,502)	
Net current assets			176,401		145,635
Total assets less current liabilities			178,665		147,884
The funds of the charity					
Restricted income funds	18	29,341		64,724	
Unrestricted funds	19	149,324		83,160	
		178,665		147,884	

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2024.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the trustees on

.....
L Haynes
Trustee and Interim Chair as of 12 June 2025

Company registration number 07886303 (England and Wales)

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024		2023	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	22		27,653		36,820
Investing activities					
Purchase of tangible fixed assets		(1,830)		-	
Proceeds from disposal of tangible fixed assets		-		450	
Investment income received		1,248		1,045	
Net cash (used in)/generated from investing activities			(582)		1,495
Net cash generated from financing activities			-		-
Net increase in cash and cash equivalents			27,071		38,315
Cash and cash equivalents at beginning of year			163,509		-
Cash and cash equivalents at end of year			190,580		163,509

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies

Charity information

Sophie Hayes Foundation is a private company limited by guarantee incorporated in England and Wales. The registered office is Workspace, 154-160 Fleet Street, London, EC4A 2DQ.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computers straight line over four years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

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

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

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

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies (Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity’s contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity’s accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations and gifts	137,849	-	137,849	106,167	-	106,167
Grants	192,568	292,148	484,716	125,174	317,139	442,313
Other	4,278	-	4,278	28,111	-	28,111
	<u>334,695</u>	<u>292,148</u>	<u>626,843</u>	<u>259,452</u>	<u>317,139</u>	<u>576,591</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

4 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	<u>1,248</u>	<u>1,045</u>

5 Other income

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Appeal	4,923	8,432
Gift Aid	-	5,845
Other income	255	1,292
	<u>5,178</u>	<u>15,569</u>

Other income represents amounts received for visit and training provided.

6 Expenditure on raising funds

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Fundraising and publicity		
Raising funds	<u>10,707</u>	<u>22,513</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

7 Expenditure on charitable activities

	Charitable activities 2024 £	Charitable activities 2023 £
Direct costs		
Staff costs	438,615	349,769
Depreciation and impairment	1,815	1,725
Programme costs	35,601	32,848
Travel and subsistence- Programme costs	-	6,579
Travel and subsistence- core operational	3,607	2,193
Consultancy costs	6,523	16,959
Rents and rates	38,705	44,975
Other staff costs	12,018	17,939
Professional fees	1,728	15,109
	<u>538,612</u>	<u>488,096</u>
Share of support and governance costs (see note 8)		
Support	50,911	49,898
Governance	2,258	4,264
	<u>591,781</u>	<u>542,258</u>
Analysis by fund		
Unrestricted funds	264,250	207,884
Restricted funds	327,531	334,374
	<u>591,781</u>	<u>542,258</u>

8 Support costs allocated to activities

	2024 £	2023 £
Accountancy	29,600	30,050
Insurance	1,677	1,591
Office costs	16,643	16,854
Subscriptions	2,862	1,270
Bank charges	129	133
Governance costs	2,258	4,264
	<u>53,169</u>	<u>54,162</u>
Analysed between:		
Charitable activities	<u>53,169</u>	<u>54,162</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

8 Support costs allocated to activities

(Continued)

	2024 £	2023 £
Governance costs comprise:		
Audit fees	2,160	3,040
Board expenses	98	1,224
	<u>2,258</u>	<u>4,264</u>

9 Net movement in funds

2024
£ 2023
£

The net movement in funds is stated after charging/(crediting):

Fees payable for the independent examination of the charity's financial statements	2,160	3,040
Depreciation of owned tangible fixed assets	1,815	1,725
	<u>2,160</u>	<u>1,725</u>

10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

11 Employees

The average monthly number of employees during the year was:

2024 Number	2023 Number
11	10
<u>11</u>	<u>10</u>

Employment costs

2024
£ 2023
£

Wages and salaries	393,431	320,114
Social security costs	34,366	21,449
Other pension costs	10,818	8,206
	<u>438,615</u>	<u>349,769</u>

The number of employees whose annual remuneration was more than £60,000 is as follows:

2024 Number	2023 Number
1	-
<u>1</u>	<u>-</u>

£70,001 - £80,000

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

11	Employees	(Continued)	
Remuneration of key management personnel			
The remuneration of key management personnel was as follows:			
		2024	2023
		£	£
	Aggregate compensation	167,084	70,779
	In comparison, note that in 2023 the CEO role was vacant for a period of time during the year.		
12	Taxation		
The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.			
13	Tangible fixed assets	Computers	
		£	
	Cost		
	At 1 January 2024		11,327
	Additions		1,830
	At 31 December 2024		13,157
	Depreciation and impairment		
	At 1 January 2024		9,078
	Depreciation charged in the year		1,815
	At 31 December 2024		10,893
	Carrying amount		
	At 31 December 2024		2,264
	At 31 December 2023		2,249
14	Debtors		
		2024	2023
	Amounts falling due within one year:	£	£
	Other debtors	7,296	6,929
	Prepayments and accrued income	1,606	7,699
		8,902	14,628

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

15	Creditors: amounts falling due within one year		2024	2023
		Notes	£	£
	Other taxation and social security		7,593	10,014
	Deferred income	16	5,500	-
	Trade creditors		7,815	16,965
	Other creditors		13	2,283
	Accruals		2,160	3,240
			23,081	32,502
16	Deferred income		2024	2023
			£	£
	Other deferred income		5,500	-
Deferred income is included in the financial statements as follows:				
			2024	2023
			£	£
	Deferred income is included within:			
	Current liabilities		5,500	-
Movements in the year:				
	Deferred income at 1 January 2024		-	-
	Resources deferred in the year		5,500	-
	Deferred income at 31 December 2024		5,500	-
17	Retirement benefit schemes		2024	2023
			£	£
Defined contribution schemes				
	Charge to profit or loss in respect of defined contribution schemes		10,818	8,206
The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.				

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

18 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2024	Incoming resources	Resources expended	At 31 December 2024
	£	£	£	£
People's Postcode Lottery	3,787	-	(3,787)	-
City Bridge Foundation	904	34,807	(35,514)	197
Another Way Women's Fund	-	5,000	(1,964)	3,036
The Big Give Trust	13,016	-	(13,016)	-
National Lottery Communities Fund	31,839	248,341	(254,882)	25,298
National Lottery Communities Fund (Cost of living)	8,614	-	(7,804)	810
Rosa: The UK Fund for Women & Girls	6,564	-	(6,564)	-
The Edward Cadbury Charitable Trust	-	4,000	(4,000)	-
	<u>64,724</u>	<u>292,148</u>	<u>(327,531)</u>	<u>29,341</u>
Previous year:	At 1 January 2023	Incoming resources	Resources expended	At 31 December 2023
	£	£	£	£
	<u>81,959</u>	<u>317,139</u>	<u>(334,374)</u>	<u>64,724</u>

These funders support SHF services including the employability programme and CREW. The charity has opted this year (2025) to give additional detail in how these programmes are financed.

The Employability Programme Fund

The Employability Programme Fund is used to continue the charity's comprehensive programme, comprising workshops, coaching, vocational placements, training, education and formal learning designed to support women survivors of human trafficking and modern day slavery, as they transition from emergency care through long term support and sustainable freedom. The Employability Programme Fund also includes the Survivor Network renamed as The CREW in 2023, which supports women survivors in a peer to peer environment for long term leadership development and socialisation.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

19 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2024	Incoming resources	Resources expended	At 31 December 2024
	£	£	£	£
General funds	<u>83,160</u>	<u>341,121</u>	<u>(274,957)</u>	<u>149,324</u>
Previous year:	At 1 January 2023	Incoming resources	Resources expended	At 31 December 2023
	£	£	£	£
General funds	<u>37,491</u>	<u>276,066</u>	<u>(230,397)</u>	<u>83,160</u>

20 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 December 2024:			
Tangible assets	2,264	-	2,264
Current assets/(liabilities)	<u>147,060</u>	<u>29,341</u>	<u>176,401</u>
	<u>149,324</u>	<u>29,341</u>	<u>178,665</u>
	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
At 31 December 2023:			
Tangible assets	2,249	-	2,249
Current assets/(liabilities)	<u>80,911</u>	<u>64,724</u>	<u>145,635</u>
	<u>83,160</u>	<u>64,724</u>	<u>147,884</u>

21 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

22	Cash generated from operations	2024	2023
		£	£
	Surplus for the year	30,781	28,434
	Adjustments for:		
	Investment income recognised in statement of financial activities	(1,248)	(1,045)
	Depreciation and impairment of tangible fixed assets	1,815	1,725
	Movements in working capital:		
	Decrease in debtors	5,726	1,922
	(Decrease)/increase in creditors	(14,921)	5,784
	Increase in deferred income	5,500	-
	Cash generated from operations	<u>27,653</u>	<u>36,820</u>
23	Analysis of changes in net funds		
	The charity had no material debt during the year.		

SOPHIE HAYES

FOUNDATION
Sustainable freedom from modern slavery

For more information, visit sophiehayesfoundation.org
or email info@sophiehayesfoundation.org

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