JUSTICE & CARE



DEEP IMPACT. LASTING CHANGE.

JOINING FORCES TO END MODERN SLAVERY

JUSTICE & CARE
Annual Report 2025



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

THE ISSUE

Responding to the reality

50M[1]

ESTIMATED GLOBAL VICTIMS

122,000[2]

ESTIMATED VICTIMS IN UK

38%[3]

VICTIMS OF TRAFFICKING DETECTED GLOBALLY ARE CHILDREN

54%[4]

PROPORTION OF WOMEN AND GIRL VICTIMS

$236B[5]

ANNUAL GLOBAL PROFITS FOR THE CRIMINALS RESPONSIBLE FOR SLAVERY

1 International Labour Organization (ILO), Global Estimates of Modern Slavery Forced Labour and Forced Marriage, 2022
2 Walk Free, Global Slavery Index, 2023
3 UN Office on Drugs and Crime 2024
4 Unseen, 2024
5 ILO, Profits and poverty: The economics of forced labour, 2024



The term modern slavery is often misunderstood. And when the numbers are shown like they are here - it can feel an issue so large; it feels impossible to solve. But behind every statistic is a person impacted by one of the worst crimes imaginable today - exploited for their labour, forced into sex work, or controlled through debt bondage. These are people whose freedom, dignity and future have been taken from them. And yet, for millions around the world, it remains a daily reality.

Modern slavery and human trafficking are not accidental. They are man-made, highly organised and ruthlessly profitable. They persist by legal, economic and social blind spots. And because they are intentional, they demand a response that is equally intentional.

Our 2025 Annual Report shows how survivor-centred support, criminal justice action, research and partnership are helping survivors to rebuild their lives after exploitation, while strengthening the systems designed to prevent it.

That is why at Justice & Care, we join forces to end modern slavery - partnering with survivors, governments, law enforcement, researchers, businesses and frontline organisations to achieve deep impact and drive transformational change. Our work combines direct support with evidence from our frontline operations, partnership and policy reform, to create meaningful change in individual lives and lasting improvements in the systems that allow slavery to flourish.

Thank you for standing with us.

WELCOME

50 million reasons to act

Modern slavery and human trafficking continue to evolve at pace. Conflict, poverty, climate-based displacement and migration, and increasingly sophisticated criminal networks are creating new opportunities for exploitation, while technology is enabling traffickers to recruit, control and profit from victims in new ways.

With an estimated **50 million people living in modern slavery globally**, the scale of the challenge can feel overwhelming. Justice & Care's response is to focus on where our work can make the greatest difference: creating greater safety for people vulnerable to exploitation, increasing the risk faced by traffickers and using evidence from frontline delivery and research to strengthen systems at scale.

The achievements described in this report begin with people: survivors rebuilding their lives, colleagues earning trust over time, investigators pursuing complex cases, and partners contributing their expertise to strengthen the response to modern slavery.

During 2025, our Victim Navigators in the UK supported survivors through complex investigations and prosecutions, including a case in Scotland in which five exploiters were sentenced to a combined 74 years in prison. The case demonstrated the courage of the survivors involved, and the difference sustained, trauma-informed support can make. See page 10 to learn more.

In Bangladesh, our teams have dramatically improved the response to human trafficking. They have combined exceptional survivor care, prosecution support, and partnerships with government to achieve change well beyond individual cases. Their work has helped strengthen victim identification and referral, improve survivor care and inform landmark reform of the country's anti-trafficking law.

Following changes affecting our programme in Romania, we have transitioned to a partnership-based rather than direct delivery model for the next season. We are leveraging the evidence and learning generated through our previous work to support and equip the wider sector in Romania to address existing and emerging forms of trafficking.

This is what deep impact and transformational change mean in practice: supporting change in individual lives while using what we learn to improve systems at scale.

Our values - courage, collaboration, dignity, excellence and pioneering - shape how we approach both progress and challenge. They require us to be ambitious about impact, honest about what the evidence shows and willing to adapt as circumstances change.

I am proud of the team whose commitment makes this work possible, and grateful to the survivors, partners, supporters and funders who have placed their trust in us. The results set out in this report belong to that shared effort.

As I prepare to step down as Chief Executive at the end of 2026, I do so with confidence in the strength of Justice & Care's people, partnerships and purpose. The progress described in this report has never depended on one individual. It is rooted in the courage of survivors, the commitment of our colleagues and the enduring relationships that will continue to carry this work forward.

James Clarry
Chief Executive Officer



The achievements described in this report begin with people: survivors rebuilding their lives, colleagues earning trust, investigators pursuing complex cases and partners contributing their expertise.

James Clarry
CEO

2025 SNAPSHOT

Our global impact



We are proud of the impact we have achieved in 2025 - combining direct support for survivors with investigation and prosecution support, professional training, research, policy engagement and strategic partnerships to strengthen the response to modern slavery.

We know that against the global statistics for exploitation, our direct programming is just the beginning to stop this vast and complex issue. This is why we consistently seek to partner to bring expertise and learning together.

10,063
SERVICES PROVIDED TO SURVIVORS AND VULNERABLE

67
SUSPECTED TRAFFICKERS ARRESTED

81%
OF SURVIVORS DEMONSTRATED IMPROVED RECOVERY OUTCOMES

2,759
SURVIVORS AND VULNERABLE PEOPLE SUPPORTED

33
TRAFFICKERS CONVICTED

4,417
PROFESSIONALS TRAINED

177
VICTIMS SUPPORTED TO EXIT TRAFFICKING

282
YEARS OF PRISON SENTENCES SECURED

৳775,000
IN FINES IMPOSED IN BANGLADESH

445
INVESTIGATIONS SUPPORTED

£55,500
COMPENSATION AWARDED TO SURVIVORS IN THE UK

9,067
CHILDREN TRAINED IN TRAFFICKING AWARENESS THROUGH SCHOOL PROGRAMMES IN BANGLADESH

Examples of deep impact and lasting change

A survivor rebuilding her future

Rani*, a student from Bangladesh, was trafficked to India by her husband after enduring dowry-related abuse. Following her rescue and return to Bangladesh, we provided her with counselling, holistic aftercare and support to establish her own poultry business. She later returned to education, expanded her livelihood and joined our Champion Survivor programme to build leadership skills and support others on their journey to recovery.

Frontline partnerships in the UK

Our Victim Navigators worked alongside survivors, police, prosecutors, health services and support organisations. Their work included securing safe housing, coordinating healthcare and immigration advice, supporting survivors through criminal justice processes, training frontline professionals and helping public agencies improve victim identification and referral.

A stronger national response in Bangladesh

Evidence gathered through Justice & Care Bangladesh's frontline and legal work informed the development of new anti-trafficking legislation. Our team also developed national victim-identification guidance and a technology platform to strengthen referral pathways for survivors. Together, these developments show how direct programme experience can help improve national systems.

Our values

Our values are fundamental to our mission

In this reporting period we reflected on our values - replacing Relentlessness with Dignity.

Dignity places people at the centre of everything we do – ensuring that our pursuit of impact never comes at the expense of the people we work alongside. This is core to Justice & Care's DNA.

Dignity

We believe every person has inherent worth and deserves to be treated with respect and compassion. We stand against exploitation, injustice and neglect, and work to ensure that people are not defined by their circumstances but empowered to live with hope, equality and purpose.

Courage

We are up to the challenge. We are fearless in the fight against modern slavery. We dare to see a different world and are pioneering in our pursuit of freedom for the exploited and seeking justice for the criminal networks responsible.

Collaboration

We build powerful partnerships. We work alongside governments, officials, and agencies around the world. We walk alongside the exploited to ensure their voice is heard and justice is won. By sharing experiences, seeking diversity of thought, and supporting one another, we believe our vision will be achieved.

Excellence

We believe that the fight against human trafficking deserves our very best with the best people and policies, and the highest standards of governance, impact measurement and accountability.

Pioneering

We flex and shift, learning from others and leading the way as innovators in our field of expertise. We pioneer new ideas that have never been used before to bring about change. Success is not to be found in the size of our budget, but rather the ability to be agile and pioneering.



Our strategy

We refuse to treat modern slavery as a series of isolated cases - we see it as the product of man-made systems. We are committed to changing those systems for impact at scale, making trafficking harder to carry out, riskier for criminals, seeking to create safety for the vulnerable.

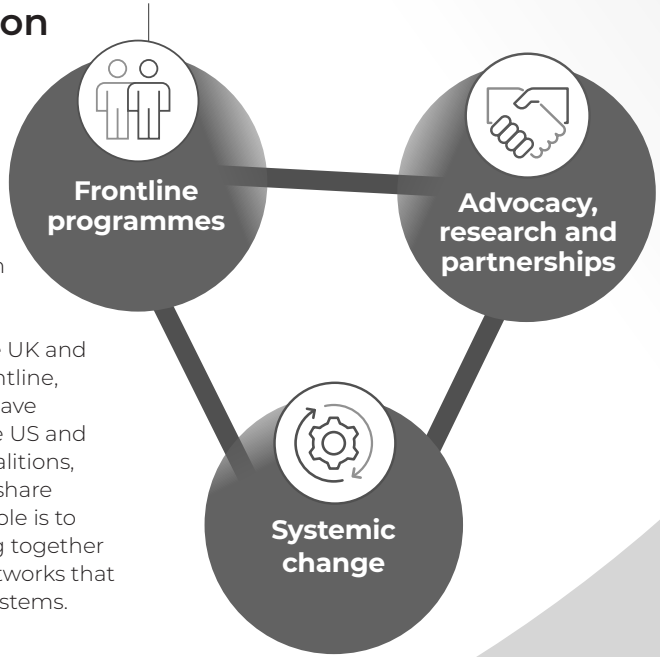
We deliver our work in three distinct interconnected ways:

1. Delivering frontline work in the UK and Bangladesh through award-winning programmes and specialist units.
2. Building global strategic partnerships with aligned organisations.
3. Shaping systemic change by using evidence from our frontline work to inform policy, strengthen practice, and equip governments and stakeholders to tackle this crime at scale.

Our insight comes from survivor experience, frontline evidence, rigorous research, and close partnership with governments and practitioners. We then focus on targeted interventions with significant impact.

An approach built on partnership

The individuals and organisations that work alongside us bring different expertise, perspectives and resources across a variety of sectors, but they share a common belief: that collaboration delivers deeper impact. We have been fighting human trafficking since 2008 – our teams within the UK and Bangladesh operating on the frontline, and driving national reform. We have core partnerships in Romania, the US and globally through consortiums, coalitions, governments and researchers to share expertise and drive change. Our role is to connect these strengths, bringing together survivor-centred, cross-border networks that work in partnership to improve systems.



Cross-border operational partnerships

Improving prosecution practice internationally

Bringing prosecutors together across borders helps us to strengthen criminal justice responses to human trafficking. In 2025, our continued partnership with the McCain Institute through the Global Consortium on Prosecuting Human Trafficking enabled leading prosecutors and expert advisors from twelve countries to come together in Rome for the Consortium's third in-person Summit. Members shared operational experience, explored emerging trends and built new partnerships, including with Italy's National Anti-Mafia and Anti-Terrorism Directorate.

Collaboration, innovation and impact

We were delighted to be chosen as one of Rathbones' charity partners, with their support enabling us to develop our Victim Navigator delivery model across the UK, focusing on the foundational conditions that enable long-term recovery, resilience and progression partnership to 2028.

Restoring dignity

As I have reviewed the achievements and ambitions set out in this report, I was struck by one simple truth: while the challenge of modern slavery remains immense, there is real reason for hope.

Furthermore, behind every achievement is a person whose freedom has been protected, whose future has been strengthened and whose dignity is being restored. Their bravery will ultimately secure success in the fight against slavery, combined with NGOs working together and with governments to bring about justice and prevention.

This bravery was powerfully demonstrated in May 2025, when a UN judge was jailed for modern slavery offences in a landmark case. The conviction was secured after one remarkable young woman found the courage to testify against her trafficker, using her voice to secure justice. She was supported throughout by her Victim Navigator, whom she described as "like a brother to me".

Mary* was trafficked from Uganda to the UK by Lydia Mugambe, who promised to help her find a job, but then treated her as a slave. Trapped in Mugambe's Oxfordshire home, Mary was forced to work unpaid as a maid and childminder. Her documents were withheld, her freedom and dignity denied, and her life was ruled by fear.

Amid the threats and isolation that she faced, Mary found the strength to speak out and sought help. Her testimony led to Mugambe's conviction with a sentence of more than six years in prison.

Justice & Care stood beside Mary throughout the trial and continues to support her as she rebuilds her life. Her case was profiled on major media outlets which has allowed her voice to reach far beyond the courtroom and shine a ligth on the hidden crime of modern slavery. She has since worked with us to tell her story in her own words, which you can watch by scanning the QR code below.

Throughout this report, you will see evidence of deep impact and lasting change. You will meet people whose courage has transformed not only their own futures, but enabled us to change the systems and communities around them. You will also see what becomes possible when survivors, charities, governments, law enforcement agencies and supporters join forces around a common purpose.

One such person is Ruby*, a survivor of sexual exploitation in Bangladesh. Ruby describes a time when she lacked the confidence even to speak to others, before discovering her voice as a leader in her community. Today, she works for Justice & Care as an Aftercare Case Facilitator, supporting other survivors, advocating on behalf of vulnerable people and helping to create opportunities for others to recover and rebuild. Her story on page 14 is a powerful reminder that recovery is not simply about surviving exploitation; it is about restoring dignity, confidence and hope.

We have also seen how individual experiences can lead to wider change. Evidence gathered through our work in Bangladesh helped drive reforms to national anti-trafficking legislation, contributed to nationally adopted victim identification guidance and strengthened referral pathways for survivors. What begins as frontline support for individuals can become a catalyst for improving systems that impact thousands more.

These examples reflect something that has been true since Justice & Care was founded: meaningful change requires collaboration. No single person or organisation can end modern slavery alone. Progress happens when people join forces with a shared purpose. This belief remains central to who we are and how we work.

My sincere thanks go to James Clarry for his leadership, vision and commitment to Justice & Care, and to Trustee Lucy Colman for her valued contribution. We are delighted to welcome new Board members Clare Stirzaker, Rachel Bower and Neil Thorns.

Justice & Care radiates hope and ambition. I am grateful for the Board's role in ensuring that we match these with strong governance, clear priorities and responsible stewardship.

Thank you for joining forces with us.

> **"What begins as frontline support for individuals can become a catalyst for improving systems that impact thousands more.**
>
> James Thomas, Chairman



James Thomas
Chairman



UK

Exploitation hidden in plain sight.

There are more than 122,000 victims of modern slavery in the UK. Find out how we are responding to this through our award-winning Victim Navigator Programme and by influencing those in power to bring transformation.

Highlights 2025



292
SURVIVORS SUPPORTED

97%
OF VICTIMS ENGAGED WITH POLICE INVESTIGATIONS

87
YEARS OF CUSTODIAL SENTENCES SECURED

80%
OF ASSESSED SURVIVORS WITH IMPROVED WELLBEING AFTER JOINING THE VICTIM NAVIGATOR PROGRAMME

1 in 3
DIRECTLY SUPPORTED THE PROSECUTION OF THEIR EXPLOITERS

361
POLICE INVESTIGATIONS SUPPORTED THROUGH SPECIALIST ADVICE

13
EXPLOITERS CONVICTED

2,232
LAW ENFORCEMENT AND FRONTLINE PROFESSIONALS TRAINED

On the frontline

Our flagship Victim Navigator Programme provides independent, specialist and trauma-informed support. Navigators help survivors access vital services critical to their recovery and make informed decisions about engaging with investigations to secure justice. In 2025, nearly all survivors we have worked with (97%) engaged with a police investigation during this period.

And this programme has continued to scale. Since launching in 2008 with two Navigators, we expanded to 12 Navigators covering 40% of UK police forces and the Gangmasters and Labour Abuse Authority (GLAA).

We enlisted a new specialist Navigator focusing on Violence Against Women and Girls. Embedded in the Metropolitan Police Service, this vital new role is supporting complex cases of sexual exploitation related to high-profile and prolific offenders and will lead our newly formed Sexual Exploitation Specialist Unit.

Spotlight

Eight survivors. Five exploiters. 74 years in prison.

In one of the UK's most significant modern slavery prosecutions of 2025, five individuals were convicted for the domestic trafficking of women for sexual exploitation in Scotland. In October 2025, they received combined prison sentences totalling 74 years.

The offenders groomed dozens of victims, including UK nationals, before introducing them to crack cocaine at parties to create dependency and maintain control. Our Victim Navigators supported eight survivors involved in the case.

Believing they were in genuine relationships with the exploiters, many of the potential victims were initially reluctant to engage with police. Navigators worked closely with them to build trust, helping them understand the hallmarks of exploitation, their rights, and the role of law enforcement. During the investigation, the Navigators linked up with local services in Dundee to build comprehensive care for the women, securing access to drug support, safe housing and other social services, while maintaining contact, including searching Dundee to locate one vulnerable individual who had gone missing.

They provided bespoke support for individuals' wellbeing, including liaising to defer studies for one survivor to ensure a pathway forward. After supporting one individual to return home, they told the Victim Navigator, "Just wanted to tell you how much I appreciate the support you have given me. You went over and beyond for me and I wouldn't have made it this far without you."

One Detective Inspector in the case also noted, "the programme is delivering real results on an individual level which we couldn't hope to achieve without [the Navigator's] assistance."

In court, despite the challenges of cross-examination, the women bravely persisted to secure the outcome of this trial. We remain connected with several survivors post-trial as they continue their recovery, and several have started new chapters; one resuming her previous career after securing compensation and returning home.

In November 2025, the case was featured on Crimewatch Live. Our Head of UK Counter Trafficking Operations, Debi Lloyd, shared how the Navigator built trust over time, helping many of the women feel safe enough to give vital evidence.



Driving lasting change

Learning from individual cases is used to improve how frontline professionals identify and respond to exploitation.

During 2025, our teams trained 2,232 police, Border Force, NHS and Local Authority professionals, strengthening victim identification, trauma-informed practice and survivor engagement.

We also worked with an NHS Foundation Trust and police to develop information-sharing protocols that balance patient confidentiality with safeguarding responsibilities. The work is helping professionals identify and respond to possible exploitation earlier.

> **This was one of the best and most informative training inputs I've received in over 23 years.**
>
> Cambridgeshire Police officer

Shaping national policy

What we see on the frontline also dramatically shapes our policy and advocacy work, in order to influence those with the power to shape systems and laws.

This past year we have:

- Contributed evidence on reform of the National Referral Mechanism;
- Contributed to several Government consultations on addressing forced labour in business supply chains, including helping draft new Home Office statutory guidance;
- Worked with MPs to highlight exploitation in the adult social care workforce;
- Coordinated a joint letter signed by 14 charities on proposed modern slavery legislation; and
- Convened a cross-sector group of NGOs, at the Home Office's invitation, to develop a long-term strategic vision (Decade of Dignity) for tackling modern slavery and human trafficking, led by our Head of Policy and Advocacy.

By combining survivor support, frontline expertise and policy leadership, Justice & Care continues to improve outcomes for individuals in the UK while strengthening the wider response to exploitation.





BANGLADESH

Turning the tide on trafficking.

Our work in Bangladesh demonstrates how a clear vision, focused strategy and targeted investment can drive lasting change. We are not only transforming individual lives, but helping to shape a national response to the issue.

Highlights 2025



9,733
SERVICES PROVIDED TO 2,400 SURVIVORS AND VULNERABLE INDIVIDUALS - FROM LEGAL SUPPORT TO AFTERCARE TO VOCATIONAL TRAINING AND MORE

173
VICTIMS SUPPORTED TO EXIT SITUATIONS OF TRAFFICKING AND EXPLOITATION - INCLUDING 19 CHILDREN

84
INVESTIGATIONS SUPPORTED

131
SURVIVORS REPATRIATED

53
ACCUSED TRAFFICKERS ARRESTED

20
TRAFFICKERS CONVICTED, TOTALLING 195 YEARS OF SENTENCES. FINES IMPOSED 775,000 BANGLADESHI TAKA

2,185
PROFESSIONALS TRAINED

On the frontline

Justice & Care Bangladesh has played a leading role in shaping Bangladesh's anti-trafficking response, with impact disproportionate to its size. Through innovative casework and close collaboration with government and law enforcement, Justice & Care Bangladesh helped drive systemic change across Bangladesh, delivering outstanding results.

The team also worked alongside investigators, prosecutors and trafficking tribunals to strengthen the way cases progress through the justice system while supporting survivors throughout that process.

Recovery, independence and leadership

Recovery from trafficking is rarely achieved through one intervention. Survivors may need multi-dimensional support which can include counselling, finding safe accommodation, legal support, education, and support to restore independence as their circumstances change.

Justice & Care Bangladesh provides tailored aftercare designed around each survivor's needs and ambitions. During 2025, more than 300 survivors received support in their communities, while 920 residents across ten shelters and safe homes received more than 4,800 services.

Champion Survivors draw on lived experience to support peers, contribute to programme development and help strengthen the quality of survivor care. Their involvement reflects an important principle: survivors should not only receive services but, where they choose, help shape how those services are designed and delivered.

An independent evaluation of the Champion Survivor-led aftercare programme found meaningful improvements in wellbeing and employment. Among those assessed, employment increased from 38% to 69%, and Champion Survivors continued to develop their leadership as they supported others beginning their recovery.

Spotlight
Ruby's story



Ruby* works as an Aftercare Case Facilitator (ACF) with Justice & Care in Bangladesh. She helps survivors of modern slavery on their journeys of recovery, challenging stigma and raising awareness in her community – and also runs her own salon.

But Ruby didn't always have the confidence to do these things. As a survivor of sexual exploitation herself, she has faced trauma and struggled with self-doubt. In this powerful first-person account, Ruby describes how one moment – stopping a child marriage – became the turning point that gave her the courage to lead.

"

There was a time when I would tremble even while speaking to ordinary people, let alone stakeholders. I lacked confidence, and every interaction felt intimidating.

But in 2022, my life took a turn. I was elected as the General Secretary of the Joyjatra Forum – a group that helps unite survivors to support one another, speak out, and shape change. I was chosen by the votes of my peers who had often been marginalised by society like me. Their trust in me was a responsibility – I had to act, not just for them, but for the community.

Shortly after, I learned about a child marriage in Khulna. At first, I had no idea how to handle it. Fear and uncertainty overwhelmed me, until I remembered the guidance of my case manager and reached out for advice. Following her guidance, I contacted the Deputy Director of the Women's Department in Jessore, providing full details of the case. He then connected me with Deputy Director in Khulna, and the local Officer in Charge.

Through their support, I was able to get the police to the scene around 3am, stopping the marriage at that moment. I realised that courage and persistence can create real change. From that day on, I gained the confidence to face any stakeholder, speak up for justice, and act decisively.

My network and influence grew steadily. When I informed the Deputy Director in Khulna about survivors in need of training, he arranged beautification training for them without even knowing their details. Later, when I became an (ACF), he even attended a stakeholder meeting at my request.

Since joining as an ACF, my place in society has changed drastically. People now seek my advice and guidance. I have become a pillar of support for my parents, daughter and a trusted voice in my community. When someone attempted to seize our land unjustly, I directly contacted the Upazila Nirbahi Officer (UNO) and successfully protected it. This advocacy inspired trust, and people now turn to me for guidance on a wide range of issues.

This job has empowered me beyond measure. Nothing is done in my family without my opinion. I am financially independent and able to care for my parents and daughter freely. I can take decisive action, provide support, and live with dignity and autonomy.

To me, this job is like a golden deer that fulfils my dreams – a symbol of courage, resilience, and the power to raise one's voice. It is not just a position; it is a journey of transformation. I am proud of how far I have come and determined to continue making a difference in the lives of others.

Driving lasting change

Evidence of stronger prosecution outcomes

An independent four-year evaluation found that survivors supported by Justice & Care Bangladesh were four times less likely to accept an out-of-court settlement from their trafficker. In tribunals where the programme operated:

- More witnesses attended to give evidence;
- Survivors reported greater confidence in the court system;
- Cases concluded an average of 1.5 years faster; and
- The increase in convictions was eight percentage points higher than in tribunals where Justice & Care did not work.

Removing barriers to evidence

We facilitated the first known use of remote testimony by a Rohingya refugee in a trafficking trial in Bangladesh, helping revive a stalled prosecution and improving future access to justice for vulnerable witnesses.



From frontline evidence to national change

Evidence from Justice & Care Bangladesh's casework, survivor support and prosecution work helped inform reforms to national anti-trafficking legislation.

During 2025, the team worked with government partners on the Prevention and Suppression of Human Trafficking and Smuggling of Migrants Ordinance 2025. The legislation received Presidential endorsement during the reporting period and was subsequently enacted by Parliament in April 2026.

Justice & Care also signed its first Memorandum of Understanding with the Ministry of Law, Justice and Parliamentary Affairs' Law and Justice Division, creating a formal framework for collaboration on trafficking prosecutions.

Victim Identification Guidelines developed by Justice & Care were adopted nationally and issued to Border Guard Bangladesh. The work contributed to 102 trafficking victims being formally identified among intercepted groups and referred for care.

A new referral platform also strengthened the way potential victims are identified and connected with appropriate support.

Preventing exploitation

Our prevention work creates lasting change that reduces risk, strengthens resilience, and stops exploitation before it happens.

Justice & Care continued to invest in education and public awareness so that trafficking risks can be recognised earlier.

During 2025:

600

TEACHERS AND SCHOOL LEADERS RECEIVED TRAINING TO SUPPORT CONTINUED DELIVERY

A digital campaign developed with Stop the Traffik reached more than

500,000

PEOPLE, GENERATING 1.6 MILLION IMPRESSIONS AND 495,000 ENGAGEMENTS



ROMANIA

A lasting legacy.

We have transitioned to a partnership only delivery model in Romania, building on our past achievements to equip the wider sector in this significant source and transit country for human trafficking.

A legacy that continues

We launched our Victim Navigator Programme in Romania in 2021, providing personalised support to survivors and working with key partners and stakeholders to strengthen the response to trafficking.

During the first six months of 2025, the programme supported 64 survivors - assisting them with material and financial needs such as buying food, clothes and transportation, as well as helping secure stable accommodation or employment opportunities.

In June 2025, we reduced our activities in Romania and will pause while we consider future strategic opportunities to tackle modern slavery. The wind-down occurred after the resignation of key team members in Romania made continuing operations unviable in the short term. However, the evidence, relationships and learning generated through the programme continues to inform our wider work.

Working closely with the Romanian National Anti-Trafficking Agency and other services, we have transitioned survivors with active support plans to appropriate providers. The UK team continued to support survivors remotely where their exploitation remained subject to police investigations in the UK.

On the frontline

One survivor of labour exploitation at a farm had almost nothing. Justice & Care Romania supported him to receive emergency accommodation, medical care, counselling and to recover his identity documents, enabling him to begin to rebuild his life. When he became seriously ill, his Navigator accompanied him to hospital and ensured he was not left to manage the situation alone.

We continued to navigate him through the court process and as he sought employment, helping him move towards greater stability and independence.

Driving transformational change

Justice & Care Romania worked with parliamentarians to support an amendment intended to improve survivors' access to employment, including state support for employers for up to 18 months.

Alongside this, the team initiated work with the Labour Ministry to recognise the Victim Navigator role as a formal profession under the Code of Occupation in Romania. The intention would be for this role to work directly with the National Agency Against Trafficking in Persons (ANITP) on a national scale at some point in the future.

Carrying the learning forward

The programme generated valuable learning about survivor-centred support, institutional partnership and the importance of adapting services to local circumstances.

The relationships, evidence and experience developed in Romania continue to inform our understanding of how trafficking evolves, how survivors recover and how organisations can work together more effectively.

Although operational delivery has concluded, that learning remains part of the programme's legacy and will continue to strengthen our work elsewhere. We are working in close consultation with local stakeholders to map the next phase of our work, with partners expressing desire for us to assist them in replicating key elements of our model, which we are keen to facilitate.



Global research

Our research and policy work begins with questions arising from frontline practice. Evidence is gathered through programme data, survivor insight, casework and independent research. We then use that evidence to improve services, inform professional practice and contribute to policy and systemic change – which in turn then improves frontline operations. This commitment to rigorous research is one of the defining characteristics of our work.



The connection between research and frontline work helps to inform future decisions, alongside independent evaluation to ensure the quality and effectiveness of our programmes.

Behind the work

Dr. Hannah Miller is our Global Research Lead, who works alongside international programme teams, academic researchers and universities, policy and advocacy partners, and volunteers in delivery of this work.

2025 research in action

Throughout 2025, we continued to work alongside leading universities and research organisations to deepen understanding of modern slavery and identify practical ways to strengthen responses.

In Bangladesh, research undertaken with the University of Dhaka explored how government-run shelters can better meet the needs of adults and children affected by commercial sexual exploitation and their later reintegration. These findings are helping inform future government policy while strengthening approaches to trauma-informed care.

Elsewhere, trilateral research examined irregular migration, migrant smuggling and trafficking across maritime routes in South-East Asia, contributing to a growing body of international evidence on organised exploitation.

In the UK, we partnered with Charles Russell Speechlys to examine barriers to successful prosecutions, and with Sheffield Hallam University and Royal Holloway, University of London to understand risks of exploitation for children and young people within child social care. Projects were designed with a single objective: to ensure research leads to a direct change in practice.

Throughout the year, we also hosted an Expert Roundtable Day, and contributed expertise to global commissions, consultations, policy discussions and cross-sector working groups focused on strengthening international and national responses to modern slavery.

By working closely with governments, public authorities and partner organisations, we have continued to ensure that lessons learned through frontline programmes directly contribute to wider lasting change.

Growing networks

We join forces to grow influential networks and shape partnerships with organisations responsible for preventing exploitation and supporting survivors. We currently partner operationally with more than 120 organisations, sharing expertise, collaborating on casework and joining voices in research and policy and advocacy.

Many of our relationships have developed over several years, creating trust that enables organisations to respond rapidly when new challenges emerge. These long-term relationships also create opportunities for innovation, allowing partners to test new approaches, evaluate what works, and share successful practice more widely. In the reporting year, we have continued to share global evidence and practical experience through events, reports, webinars and professional networks.

Police services, prosecutors, governments, healthcare organisations, universities and international organisations each contributed to building stronger responses to modern slavery and human trafficking during 2025.

Our ambition is simple. Not only to change lives directly, but to help change the systems that shape countless more.

By joining forces, we seek to enable:

improved victim identification;

stronger criminal investigations;

more effective prosecutions;

better-informed public policy;

enhanced professional training; and

greater collaboration across national borders.

Partnership in action

Supporting transnational investigations

This year we secured a new partnership with the Australian Government to run a project aimed at disrupting trafficking networks operating with impunity across Bangladesh, Malaysia and Indonesia. The survivor-informed project will seek to improve information sharing between each country involved, support transnational investigations and target safe migration advice to communities most targeted by traffickers

Improving prosecutions globally

Our growing partnership with the Global Commission on Modern Slavery and Human Trafficking is helping to connect global policy with frontline practice. Through the Global Consortium on Prosecuting Human Trafficking, we are working with prosecutors and experts to ensure their experience informs international efforts to strengthen trafficking prosecutions, support survivors and improve justice outcomes.



Working with Survivors



A survivor-centred approach goes beyond consultation. It ensures that people are informed, empowered and able to make their own choices, while services work together to provide support that respects their dignity and journey towards freedom.

The stories in this report show that recovery is rarely linear. Survivors often need a breadth of support across a number of services – they may need secure housing, healthcare, immigration advice, counselling, education, compensation and help navigating a criminal justice process. Needs can change over time, including during periods of crisis.

People with lived experience shape our work. We seek survivor insight in a safe and ethical way, with consent, safeguarding and privacy always prioritised. Names and details in this report have been changed where needed, and no single story represents every survivor's experience or journey.

What this means in practice:

- Support is tailored to the individual rather than organised around one predetermined outcome;
- Engagement with police is based on informed choice and safety;
- Information is shared with consent and with attention to confidentiality and safeguarding;
- Navigators and caseworkers coordinate services so survivors are not left to manage fragmented systems alone;
- Progress is assessed through recovery and wellbeing as well as criminal justice outcomes;
- Survivor experience informs programme improvement, research and professional training



> *Now I live with my family, which I dreamt of. Thanks to Justice & Care for giving me a secure and dignified life*
>
> Sara*, survivor of sexual exploitation

Lived experience voices in action

Champion Survivor Aftercare Programme

In 2025, we concluded a two-year independent evaluation of our peer-led aftercare programme for survivors of modern slavery and human trafficking in Bangladesh. This approach involves empowering 'Champion Survivor Leaders' to provide aftercare alongside staff - benefitting both the Champion Survivors and those receiving support. We work alongside Champions to ensure their stories are heard with dignity and respect, like Ruby's story found on page 14.

In the evaluation we found:

- Both Champion Survivors, and the earlier-stage survivors they care for, made statistically significant clinical gains in their wellbeing and clinically significant decreases in symptoms of psychological ill-health such as depression, anxiety and post-traumatic stress.
- Through our training and economic empowerment, survivor employment rates increased from 38% - 69%.
- Survivors gained enhanced social status in their families and communities.

HEART

In the reporting year we spent valuable time working with the Human Trafficking Foundation, which helped enormously in informing our thinking and supporting us in building a panel of courageous lived experience experts in the UK, who work with us on a consultancy basis. Our H.E.A.R.T (Honesty, Experience, Advocacy, Respect and Trust) members have been supported by Justice & Care throughout their recovery and now wish to support us to ensure our programmes and policy and advocacy work remain grounded in the realities survivors face - strengthening our impact and keeping dignity at the centre of everything we do.



LOOKING AHEAD

In the year ahead, we will build on the strong foundations already in place to drive our impact and create lasting change. Together with our partners, we remain laser-focused on ending modern slavery.

Future priorities

Over the coming years, Justice & Care will build on the foundations established to date while taking deliberate, practical steps to increase both our direct impact and our contribution to wider systems change.

Our focus remains clear: improving outcomes for survivors, strengthening criminal justice responses, preventing exploitation before it occurs, and helping to build systems that are more effective, survivor-centred, and sustainable. In practice, this means scaling specialist support in the UK, embedding national protection and justice reforms in Bangladesh, and developing cross-border partnerships that can respond to trafficking routes across South and South-East Asia.

Frontline work



UK

- Our Victim Navigator model will continue to evolve through a growing network of specialist units addressing different forms of exploitation.
- Complete accreditation of the Victim Navigator Programme, creating a framework and standards that would allow other organisations to run similar schemes.
- Building on the Bright Future Programme, we aim to create more opportunities for survivors to develop confidence, skills, and employment readiness. This will include expanding the National Matching Service, strengthening employer partnerships, and using learning from frontline support to reduce the risk of re-exploitation by helping survivors access safe, sustainable work.



Bangladesh

- We will continue to deliver survivor-led aftercare, livelihood support, mental health provision and reintegration planning, while adapting services for emerging forms of exploitation, including Bangladeshi victims trafficked into cyber-scam centres and forced criminality in South-East Asia. We will drive the implementation of the new Prevention and Suppression of Human Trafficking and Smuggling of Migrants Act through specialist training to law enforcement, judges and prosecutors, whilst working within anti-trafficking tribunals to support the prosecution of cases.
- Working with the government to develop more effective national protection systems, we will facilitate the rolling out of the new National Referral Mechanism system, and will seek to launch a new Repatriation Data Management System which we have developed on behalf of the government to expedite nationality verification and repatriation of survivors. We will seek to expand digital case management across government shelters and safe homes, support survivor representatives to contribute to policy and service improvement, and helping survivor-led social enterprises and livelihood pathways move towards greater financial sustainability.

We will also expand practical prevention work through hotspot interventions, border-guard training, community-based migration advisory services, digital monitoring, and web-scraping-informed recruiter interventions.

Partnerships

- Further development of our cross-border partnership model. These partnerships will allow us to respond earlier when victims are identified abroad and to create safer routes from rescue through to return and long-term recovery.
- Moving beyond traditional referral relationships towards deeper delivery partnerships that allow organisations to learn together, test new approaches and share evidence of what works. Strategic programme partnerships in countries connected to our UK and Bangladesh hubs will help us tackle trafficking along entire routes rather than at isolated points.
- Continue to strengthen our engagement with businesses and other sectors that play an important role in reducing vulnerability, improving employment outcomes, and addressing exploitation risks within supply chains and labour markets. Our ambition is to build practical, evidence-led partnerships that help translate awareness into meaningful action.

In the UK we would like to create a corporate prevention toolkit and training offer, testing adoption with early corporate partners and exploring corporate training as a sustainable income stream.

Systemic change

We will continue to strengthen the connection between frontline practice, research, policy development, and criminal justice reform. Alongside wider influencing work, our practical priorities include:

- Contributing to policy work on emerging trends, including labour abuse, sexual exploitation and child exploitation in the UK.
- The further development of a Centre of Excellence that will also support prevention by developing and testing UK early-intervention pilots (including work with Romanian diaspora communities and other high-risk cohorts), trauma-informed training programmes, and operational support materials for the wider sector.
- The roll-out, implementation, and activation of the new UK law criminalising cuckooing, ensuring that the offence is understood and used effectively by police, prosecutors, local authorities and other frontline agencies so that victims are better identified, safeguarded and recognised in the justice system.
- Supporting implementation of the new anti-trafficking and migrant smuggling legislation in Bangladesh.
- Strengthening the operation of anti-trafficking tribunals in Bangladesh, including: supporting tribunal digitisation and remote witness testimony, helping government adopt specialist training manuals for law enforcement, prosecutors and judges, and developing tools for web-scraping, digital forensics and financial investigations where they can strengthen trafficking cases.



Other

Looking beyond individual programmes, we are also investing in the organisational capabilities required to deliver sustainable impact over the long term.

This includes:

- Strengthening our research, monitoring, and evaluation functions;
- Improving digital infrastructure and data systems;
- Increasing organisational learning; and ensuring that we have the leadership, talent and resources required to support continued growth. We are committed to building an organisation that combines operational excellence with evidence-led decision making;
- Continuing to strengthen Justice & Care's role internationally. Our global priorities will be deliberately focused: sharing and adapting proven models such as survivor-led aftercare and Victim Navigators; building cross-border partnerships along priority trafficking routes; strengthening prosecutor and practitioner cooperation through specialist networks; and using research on emerging exploitation, including cyber-scam trafficking and forced criminality, to shape practical regional responses.

Continue to elevate survivor voices throughout our work through the development of the HEART Panel. Over the coming period, we intend to expand the panel's membership and influence, moving from consultation on individual projects towards more regular input into strategic decisions, board engagement, service improvement and public-facing work, while ensuring members have appropriate induction, safeguarding, wellbeing support and professional development opportunities.

The scale of the challenge remains significant, but so too does the opportunity. By combining frontline expertise, survivor-centred practice, strong partnerships and a commitment to long-term systems change, we believe it is possible to build a world in which fewer people are exploited, more survivors achieve lasting recovery, and traffickers face greater risk of detection and accountability.





MONEY MATTERS

It is because of generous support from many generous individuals, organisations and governments that we are able to do our work. Find out more about our approach to fundraising and how we spend our money effectively.

Where our income came from

Focus on fundraising

Despite an increasingly challenging fundraising environment, Justice & Care continued to strengthen and diversify its funding base during 2025. We developed new partnerships and deepened existing relationships with individuals, trusts and foundations, institutional funders and businesses - building greater resilience at a time of intense competition for charitable funding.

Long term partnerships are central to our approach. They provide the stability to plan confidently, respond to emerging opportunities and invest in solutions that can deliver lasting systems change. Our supporters share our determination to achieve meaningful impact: helping survivors rebuild their lives, bringing traffickers to justice and strengthening the systems intended to protect people from exploitation.

Our relationship-led approach was evident throughout 2025. Campaigns, events and opportunities to experience our work brought supporters closer to the realities of modern slavery and the solutions their generosity makes possible.

Our UK-based fundraising team raises funds to support Justice & Care's work internationally. We do not outsource our fundraising; instead, we focus on building trusted, long-term partnerships with those who share our values and commitment to impact.

Additional funding is generated through UBS Optimus, through which eligible donations can benefit from match funding. These funds are awarded to Justice & Care through formal grant agreements.

We do not use cold calling or data lists provided by third parties, nor are we involved in on-street fundraising. This helps protect vulnerable individuals and members of the public from approaches that intrude on personal privacy or exert undue pressure to donate.

We are registered with the Fundraising Regulator and are committed to the standards set out in its Code of Fundraising Practice. We continue to develop our policies and practices in line with best-practice requirements. No complaints were received about our fundraising activities during 2025, and our fundraising is undertaken in accordance with applicable data protection requirements.

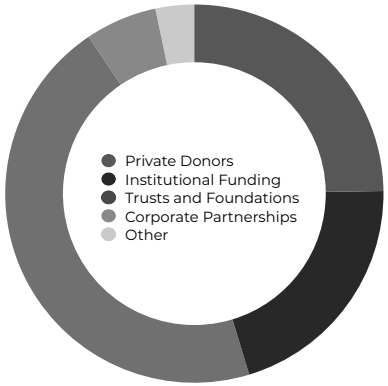
Across all our fundraising, we are carefully governed, financially disciplined and deeply intentional about every pound entrusted to us.

To every individual, family, trust, foundation, business and institutional partner who stood with Justice & Care in 2025: thank you. Your generosity made everything achieved during the year possible.

Our Her Future campaign was one example of this shared commitment, bringing together supporters to raise £478,000 in just six weeks.

Total income

For the year ended December 2025



£4.5M
RAISED

12%
FUNDRAISING EXPENDITURE
(before allocation of support costs)

The role of supporters

We are deeply grateful for the generosity of hundreds of individuals, community fundraisers, businesses, trusts, foundations and governments who fuel our work. This includes:

- BPL Global
- Bregal Investments (COFRA)
- City Bridge Foundation
- Evercore Foundation
- The Fishmongers Company
- The Freedom Fund
- Greater Manchester Combined Authority on behalf of Challenger
- International Integrity Trust
- Lancaster Foundation
- Marinus Analytics
- Myriad Canada
- National Lottery Awards for All England
- National Lottery Awards for All Northern Ireland
- Osborne Clarke
- Rathbones
- Scottish Government
- Simmons & Simmons
- The Salvation Army
- The Samworth Foundation
- The Seneca Trust
- Texel Finance
- Think Property Finance
- U.S. Department of State
- UBS Optimus
- UK Government
- The Millby Foundation
- The Vintners Foundation
- Warburg Pincus



Thank you

We are grateful to everyone who joined forces with Justice & Care during 2025.

Trustees report

The Trustees, who are also the Directors, present their report together with the financial statements for the year ended 31 December 2025.

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 operations of Justice & Care are managed by the Executive Leadership Team, which is responsible for implementing the charity's strategy and delivering its objectives.

The Trustees serve as the registered Directors of the company. Trustees are appointed by the members in accordance with the company's Articles of Association and details of the Trustees are provided on page 33.

The work of Justice & Care is overseen by the Board of Trustees, which provides strategic leadership and governance for the charity. The Board fulfils its responsibilities through regular meetings of the Board, the Finance, Audit and Risk Committee, and the People and Governance Committee, each of which meet four times during the year.

The roles and responsibilities of the Board, its committees and the Executive are defined through formally approved Terms of Reference and delegated authorities. The Board sets the charity's strategic direction, approves the annual budget, oversees risk management and holds the Executive accountable for delivering the charity's objectives and strategic priorities.

During 2025, as part of its commitment to good governance and effective succession planning, the Board undertook a skills audit to assess its composition and identify areas where additional expertise would strengthen governance and strategic oversight. The review highlighted the need to strengthen and expand the Board, broadening the range of skills and experience available to support the charity's continued development. The charity engaged an external recruitment firm to support the search for suitable candidates and, following the year end, two new Trustees were appointed in 2026, further enhancing the Board's breadth of skills, experience and diversity of perspectives.

Prospective Trustees are identified and approached to determine their suitability and willingness to serve. Interested candidates attend Board meetings and are provided with information about the charity, its activities and the responsibilities of trustees before any appointment is formally approved by the Board.

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 have delegated responsibility for the review and approval of key management personnel remuneration to the People and Governance Committee. In line with its Terms of Reference, the Committee ensures that remuneration is fair, proportionate and informed by benchmarking against comparable roles within the charity and not-for-profit sector. This approach supports the recruitment and retention of appropriately qualified personnel while ensuring that remuneration represents an appropriate use of the Charity's resources.

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.

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.

PRINCIPAL RISKS AND RISK MANAGEMENT

Justice & Care works in complex environments and with people who may be at heightened risk of harm. The nature of our work means that risk cannot be eliminated entirely. Our approach is therefore to identify and understand risk early, take proportionate action to reduce the likelihood or impact of

harm, and ensure that the risks we accept are consistent with our charitable objectives, values and agreed risk appetite.

During 2025, and through to the date of approval of this Annual Report, the Trustees continued to oversee the Charity's principal risks and the effectiveness of the arrangements in place to manage them. Risk management is embedded within operational and strategic decision-making, supported by organisational and country-level risk registers, defined escalation routes, incident reporting, assurance activity and regular consideration of emerging external risks.

The principal areas of risk during this period have been:

1. Safeguarding and duty of care

Protecting survivors, staff, partners and others who come into contact with our work remains one of our most significant responsibilities. Our work involves people who may be vulnerable because of trafficking, exploitation, trauma or other circumstances, while some operational activity also involves engagement with law enforcement and potentially sensitive investigations.

We manage this through safeguarding policies and procedures, safer recruitment, training, designated safeguarding responsibilities, incident reporting and review, appropriate information-sharing controls and senior and Trustee oversight. Safeguarding concerns and significant incidents are escalated through established governance arrangements so that lessons can be identified and controls strengthened where necessary.

2. Geopolitical, security and operational risk

Our international operations can be affected by political instability, civil unrest, conflict, economic disruption, extreme weather and changes in the security environment. During 2025 and 2026 the wider geopolitical environment became increasingly uncertain, requiring greater monitoring of risks to staff travel, programme continuity, partners and country operations.

We maintain country and travel risk assessments, security procedures, crisis management arrangements and escalation mechanisms, supported by ongoing horizon scanning. Travel and operational activity can be amended, restricted or suspended where risks exceed agreed tolerances. Business continuity and contingency arrangements are used to support the continuation of critical services during periods of disruption.

3. Financial sustainability and funding

Like many charities, Justice & Care operates within a challenging funding environment. Risks include increased operating costs, dependency on significant grants or donors, changes in donor priorities and restrictions attached to institutional funding. These factors can affect the Charity's ability to plan and sustain programmes over the longer term.

Trustees oversee financial performance, forecasts, reserves, cash flow and the funding pipeline throughout the year. Financial controls, delegated authorities and budget monitoring are used to manage expenditure and commitments, while fundraising activity seeks to maintain an appropriate diversity of income and avoid excessive dependency on individual funding sources.

4. Governance, leadership and organisational resilience

As the organisation develops, there is a continuing need to ensure that governance structures, decision-making responsibilities, leadership capacity and organisational systems remain appropriate to the scale and complexity of our work. Leadership succession, staff capacity and dependency on key individuals are therefore actively considered as organisational risks.

During the period we continued to strengthen governance and assurance arrangements, clarify delegated authorities and committee oversight, develop succession and transition planning, and improve the consistency of policies and controls across the organisation. Particular attention has also been given to workload, organisational capacity and ensuring that growth or efficiency improvements do not create unsustainable expectations for staff.

5. Data protection, cyber security and technology

Justice & Care holds sensitive information relating to survivors, staff, partners and operations. Loss, inappropriate disclosure or unauthorised access could result in harm to individuals as well as significant legal and reputational consequences.

We continue to strengthen information security and data protection arrangements through technical controls, access restrictions, staff awareness and training, incident management, data governance and oversight of third-party systems. During the period we also developed our governance of artificial intelligence and emerging technologies, recognising both their potential benefits and the additional risks they can create in relation to sensitive data, confidentiality, accuracy and responsible decision-making.

6. Regulatory, reputational and partnership risk

Justice & Care's ability to achieve its objectives depends upon maintaining the confidence of survivors, donors, regulators, law-enforcement agencies, governments and other partners. Failures in safeguarding, governance, financial management, regulatory compliance or the conduct of people acting on the Charity's behalf could therefore have consequences beyond the immediate incident.

We manage these risks through due diligence, contractual and partnership controls, policies covering ethical conduct and conflicts of interest, regulatory compliance arrangements and defined processes for considering significant ethical and reputational issues. Higher-risk decisions and relationships can be escalated for additional scrutiny before commitments are made.

HOW WE MANAGE RISK

The Board of Trustees retains overall responsibility for risk management and determines the Charity's appetite for material areas of risk. Detailed oversight is supported by relevant Board committees and the Executive Team.

Justice & Care operates a proportionate three-lines approach to risk and assurance. Operational teams and management own and manage risks in the first line; specialist risk, safeguarding, compliance, finance, data protection and other oversight functions provide challenge and assurance in the second line; and the Board and its committees provide independent governance and scrutiny.

Principal and emerging risks are considered through regular risk reporting, incident and safeguarding reporting, financial monitoring, assurance activity and horizon scanning. Risks outside agreed appetite, or those capable of causing significant harm to beneficiaries, staff, the Charity or its reputation, are subject to enhanced oversight and escalation.

During 2025 and into 2026 we continued to strengthen this framework, including clearer risk appetite and escalation arrangements, improved governance and assurance reporting, strengthened safeguarding oversight, enhanced information-security and data-protection controls, and more systematic monitoring of external and emerging risks.

The Trustees recognise that effective risk management is not simply the avoidance of risk. Justice & Care must sometimes operate in difficult environments and take carefully considered risks in order to achieve meaningful impact against modern slavery and human trafficking. Our objective is therefore to ensure that significant decisions are informed by a clear understanding of risk, appropriate safeguards are in place, and risks which could threaten our charitable purpose or the safety of those we serve are actively managed.

FINANCIAL REVIEW

As a result of changing the financial year end in 2024 the comparatives stated for 2024 reflect a 16 month period and are therefore not directly comparable to the 2025 results which are for a one year period.

Despite a challenging fundraising environment, income remained resilient during the year. The Charity continued to benefit from a diversified funding base, including institutional grants, trusts and foundations, corporate partnerships and individual giving.

The Trustees have approved a 2026 budget which anticipates income of approximately £4.0 million. Fundraising activity is progressing in line with expectations and is supported by a diversified pipeline of institutional, corporate and individual donor 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 year, Justice & Care Bangladesh had income of £829,212. (16 months 2024: £1,322,292) and expenditure of £1,028,903 (16 months 2024: £1,071,837).

Justice & Care Romania had income of £204,136 (16 months 2024: £378,491) and expenditure of £223,639 (16 months 2024: £366,370).

The consolidated results for the year, as set out in the Statement of Financial Activities, show income of £4,470,005 (16 months 2024: £5,132,817) and expenditure of £4,446,518 (16 months 2024 £5,252,361).

Total funds restricted and unrestricted as at 31 December 2025 amounted to £1,847,486 (as at 31 December 2024: £1,824,000).

As at 31 December 2025, Justice & Care held unrestricted funds of £1,416,966, which the Trustees consider sufficient to support the charity's ongoing operations and financial resilience.

Having reviewed forecasts, cash flow projections, funding pipelines and reserve levels, the Trustees are satisfied that the charity has adequate resources to continue its operations for the foreseeable future and therefore consider it appropriate to adopt the going concern basis in preparing the financial statements.

The Trustees continue to monitor the external environment closely, including geopolitical developments, inflationary pressures and changes in institutional funding markets. The charity's reserves methodology, forecasting processes and scenario planning provide confidence that the organisation is well positioned to respond to potential challenges as they arise.

Reserves policy

Our reserves policy aims to balance financial resilience against the need to maximise the deployment of funds towards our charitable objectives.

Our risk based reserve methodology has remained in place throughout the year. This involves assessing the risk register to consider and quantify events that could affect financial sustainability and estimating the potential financial impact of those risks.

On a quarterly basis throughout the year, and up to the date of signing these risks were reassessed, and the adequacy of reserves 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.

During the year the Trustees further developed the methodology by introducing a target reserve range rather than a single reserves figure. This approach reflects the dynamic nature of the risks facing the organisation and provides greater flexibility in balancing financial resilience with investment in programme delivery.

In determining the appropriate level of reserves, the Trustees considered a range of potential scenarios including reductions in donor income, economic recession, geopolitical instability, operational disruption and changes in government funding priorities.

At the end of the current year the unrestricted funds are £1,416,966 and the free reserves are £1,378,696. The level of free reserves required based on the latest assessment was a range of £1,000,000 - £1,500,000. The free reserves are therefore comfortably at the upper end of this range.

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, Justice & Care will build on the foundations established through its new strategy, taking practical steps to increase both direct impact and wider systems change. We will continue to strengthen specialist support for survivors, expand strategic partnerships across the UK and internationally, and use frontline evidence to improve policy, criminal justice responses and professional practice. Alongside this, we will invest in sustainable growth, developing new partnerships, training programmes and income streams that enable us to extend our reach and maximise long-term impact.

Leadership

COLLABORATION
COURAGE
DIGNITY
EXCELLENCE
PIONEERING

TRUSTEES

James Thomas
Jonathan Pugh-Smith
Lucy Colman (resigned 11 December 2025)
Christopher Coles
Samantha Brewer
Clare Stirzaker (appointed 11 December 2025)
Neil Thorns (appointed 15 June 2026)
Rachel Bower (appointed 15 June 2026)

SENIOR MANAGEMENT

Chief Executive Officer James Clarry
Global Finance Director Claire Walters
Global Director – Programme Strategy and Impact Naomi James-Davis
Bangladesh Country Director Tariqul Islam
Global Security and Risk Director Jon Bell
Global Director of Fundraising Charlotte Trefusis

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 2025, including income, expenditure, reserves and auditor's report.

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

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: 28 September 2026

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

Opinion

We have audited the financial statements of Justice & Care for the year ended 31 December 2025 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 2025 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

INDEPENDENT AUDITORS REPORT

Responsibilities of trustees for the financial statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 35, 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. 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)
29 September 2026
For and on behalf of HaysMac LLP, Statutory Auditors
10 Queen Street Place London EC4R 1AG



CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (including Income and Expenditure Account) FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
		£	£	£	£
INCOME FROM:					
Donations and legacies:					
Individual and corporate donations	2	1,622,711	295,515	1,918,225	2,224,332
Grant income	3	511,189	1,894,963	2,406,152	2,841,618
Charitable activities:					
Fundraising events		-	-	-	33,129
Contracts and services		110,219	-	110,219	-
Investment income	4	35,408	-	35,408	33,738
TOTAL INCOME		**2,279,527**	**2,190,478**	**4,470,005**	**5,132,817**
EXPENDITURE ON:					
Raising funds:					
Generating voluntary income	5	765,312	-	765,312	507,753
Charitable activities:					
Grant making	6	-	-	-	303,950
Other charitable expenditure	6	1,792,715	1,888,491	3,681,206	4,440,658
TOTAL EXPENDITURE		**2,558,027**	**1,888,491**	**4,446,518**	**5,252,361**
Net income and net movement in funds		(278,500)	301,987	23,487	(119,544)
Funds brought forward at 1 January		1,695,466	128,534	1,824,000	1,943,544
FUNDS CARRIED FORWARD AT 31 DECEMBER		**1,416,966**	**430,521**	**1,847,487**	**1,824,000**

All transactions during the year are derived from continuing activities. All recognised gains and losses are included in the statement of financial activities. All figures for 2024 reflect a 16-month period ended 31 December 2024, with additional detailed comparison shown in note 21. The notes on pages 42 - 52 form part of these financial statements.

JUSTICE & CARE CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2025

	Notes	Group		Charity	
		2025	2024	2025	2024
		£	£	£	£
FIXED ASSETS					
Tangible fixed assets	11	38,270	77,038	26,319	31,310
CURRENT ASSETS					
Debtors	12	342,807	280,257	290,473	260,918
Cash at bank and in hand		1,960,666	2,293,904	1,907,489	2,004,603
TOTAL CURRENT ASSETS		**2,303,473**	**2,574,161**	**2,197,962**	**2,265,521**
CURRENT LIABILITIES					
Creditors (amounts falling due within one year)	13	494,256	827,199	491,367	806,599
NET CURRENT ASSETS		**1,809,217**	**1,746,962**	**1,706,595**	**1,458,922**
NET ASSETS		**1,847,487**	**1,824,000**	**1,732,914**	**1,490,232**
FUNDS OF THE CHARITY	14				
Unrestricted funds		1,416,966	1,695,466	1,302,393	1,361,698
Restricted funds		430,521	128,534	430,521	128,534
TOTAL FUNDS		**1,847,487**	**1,824,000**	**1,732,914**	**1,490,232**

The financial statements consolidate the UK operations (the Charity), the overseas branch of Justice & Care Bangladesh operation and the subsidiary based in Romania. The separate statement of financial activities for the Charity is presented in Note 22.

Approved and authorised for issue by the Trustees on 28 September 2026



James Thomas



Christopher Coles

The notes on pages 42 to 52 form part of these financial statements. Company number: 06990037

CONSOLIDATED STATEMENT OF CASH FLOWS
YEAR ENDED 31 DECEMBER 2025

	Notes	2025 £	2024 £
Cash flows from operating activities:			
Net movement in funds		23,487	(119,544)
Adjustments for:			
Depreciation charges	11	28,563	56,009
Adjustment for balance sheet foreign exchange		3,392	4,532
Interest received	4	(35,408)	(33,738)
Loss/(profit) on the sale of fixed assets	11	18,929	4,762
(Increase)/decrease in debtors	12	(62,550)	(195,068)
Increase/(decrease) in creditors	13	(332,943)	700,123
Net cash provided by (used in) operating activities		**(356,530)**	**417,076**
Cash flows from investing activities:			
Interest received	4	35,408	33,738
Proceeds from sale of tangible fixed assets		3,398	3,500
Purchase of fixed assets	11	(15,514)	(29,397)
Net cash provided by (used in) investing activities		**23,292**	**7,841**
Change in cash and cash equivalents in the period		**(333,238)**	**424,917**
Cash and cash equivalents at the beginning		2,293,904	1,868,987
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		**1,960,666**	**2,293,904**

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

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 December 2025.

Going concern

Our reserve position remains healthy. Our diversified income streams, including a relatively small but committed donor base alongside increased multiyear 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.

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.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

12 months ended 31 December 2025
16 months ended 31 December 2024

2 - INDIVIDUAL, TRUSTS AND CORPORATE DONATIONS

	Unrestricted	Restricted	Total	Total
		2025		2024
	£	£	£	£
Individual donations	941,013	166,747	1,107,760	982,426
Corporate donations	159,421	117,858	277,279	246,602
Trusts, foundations and institutional funders donations	417,418	6,285	423,703	911,314
Gift aid on donations	104,859	4,625	109,484	83,990
	1,622,711	295,515	1,918,225	2,224,332

In 2024, donations was £2,224,332 of which unrestricted income amounted to £1,959,343 and restricted income amounted to £264,989.

3 - GRANT INCOME

	Unrestricted	Restricted	Total	Total
		2025		2024
	£	£	£	£
City Bridge Foundation	-	28,000	28,000	-
Comic Relief	-	-	-	60,689
Community Foundation Surrey	-	-	-	10,000
Greater Manchester Combined Authority	-	60,659	60,659	79,818
National Lottery England	-	19,651	19,651	-
National Lottery Northern Ireland	-	19,851	19,851	-
Sussex Police and Crime Commissioner	-	-	-	40,000
The Fishmongers Company Charitable Trust	-	20,000	20,000	-
The Samworth Foundation	-	60,000	60,000	-
The Swire Charitable Trust	-	-	-	30,000
U.S. Department of State, Trafficking in Persons Fund - The Freedom Fund	-	253,127	253,127	288,228
UBS Optimus	511,189	724,686	1,235,875	1,535,852
UK Government	-	527,390	527,390	563,716
Vintners Foundation	-	5,000	5,000	-
Other grants	-	176,599	176,599	233,316
	511,189	1,894,963	2,406,152	2,841,618

4 - INVESTMENT INCOME

	£	£
	2025	2024
Bank interest	35,408	33,738

Investment income was unrestricted in both periods.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

12 months ended 31 December 2025
16 months ended 31 December 2024

5 - COSTS OF GENERATING FUNDS

	2025 £	2024 £
Grants		
Staff costs	435,372	403,234
Fundraising costs	86,065	100,663
Website and related costs	6,284	3,856
Allocation of support costs (see Note 7)	237,591	-
	765,312	507,753

Costs of generating funds was unrestricted in both periods.

6 - CHARITABLE EXPENDITURE

	2025 £	2024 £
Grants		
Grants	-	245,238
Allocation of support costs (see Note 7)	-	58,712
	-	303,950
Other charitable expenditure		
Staff costs	1,677,577	2,101,187
Programme, travel and other costs	1,127,265	1,330,345
Allocation of support costs (see Note 7)	876,365	1,009,126
	3,681,207	4,440,658

During the year, expenditure on charitable activities was £3,681,207 (2024: £4,440,658) of which unrestricted expenditure was £1,792,715 (2024: £2,201,136) and restricted expenditure was £1,888,492 (2024: £2,543,472).

7 - SUPPORT COSTS

	2025 £	2024 £
Staff costs	611,339	427,159
People and premises costs	83,388	98,925
IT services and equipment	79,926	119,524
Communications	50,434	54,614
Depreciation	11,663	56,009
Governance costs	169,467	213,879
Other costs	107,739	97,728
	1,113,956	1,067,838

Support costs are allocated to the costs of generating funds and charitable activities on a combined basis of time estimates, proportion of full-time equivalent employees (FTE) and cost of delivery, depending on the type of costs. This methodology was changed in 2025, as previously the allocation was on the basis of cost of delivery.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

12 months ended 31 December 2025
16 months ended 31 December 2024

8 - AUDITOR'S REMUNERATION

	2025	2024
	£	£
Fees payable to the group's auditor for the audit of the group's annual accounts	27,000	25,800
Fees payable to the group's auditor for all other non-audit services	1,688	1,108

9 - NET INCOME

	2025	2024
	£	£
Net income is stated after charging:		
Depreciation	28,563	56,009
Auditor's remuneration - audit	27,000	26,213

10 - STAFF COSTS AND NUMBERS

	2025	2024
	£	£
Wages and salaries	2,356,245	2,475,795
Social security costs	227,940	309,223
Pension contributions	96,293	100,928
Employee benefits	43,810	45,634
	2,724,288	2,931,580

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

	2025	2024
	No.	No.
Generating voluntary income	11	7
Direct charitable activities	59	55
Support	11	8
	81	70

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

	2025	2024
	£	£
£60,000 - £69,999	3	4
£70,000 - £79,999	2	2
£80,000 - £89,999	-	2
£110,000 - £119,999	-	1
£120,000 - £129,999	1	1
£150,000 - £159,999	-	1
£170,000 - £179,999	1	-

No Trustees received remuneration during the year (2024: £nil). No Trustees (2024: nil) received reimbursement of expenses incurred in respect of travel and subsistence incurred performance of their duties during the year of £nil (2024: £nil).

The amounts above include redundancy and termination payments of £63,212 (2024: £52,591).

The total employee benefits (including employers pension contributions) of the key management personnel were £643,195 in relation to seven directors (2024: £735,181 in relation to six directors).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

11 - FIXED ASSETS

	Group Office & IT equipment £	Charity Office & IT equipment £
Cost		
At 1 January 2025	266,118	171,165
Additions	15,514	9,939
Disposals	(182,814)	(135,150)
Foreign exchange	(7,171)	-
At 31 December 2025	91,647	45,954
Depreciation		
At 1 January 2025	189,080	139,855
Charge for period	28,563	11,663
On disposal	(160,487)	(131,883)
Foreign exchange	(3,779)	-
At 31 December 2025	53,377	19,635
Net book value		
At 1 January 2025	77,038	31,310
At 31 December 2025	38,270	26,319

12 - DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	1,872	32,025	1,872	32,025
Other debtors	14,034	15,569	10,750	11,507
Prepayments and accrued income	326,901	232,663	277,851	217,386
	342,807	280,257	290,473	260,918

13 - CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade creditors	9,658	42,685	8,865	37,329
Accruals and deferred income	416,200	735,318	414,104	726,635
Taxation and social security	53,479	45,806	53,479	41,493
Other creditors	14,919	3,390	14,919	1,142
	494,256	827,199	491,367	806,599

Deferred income roll forward	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
At beginning of period	654,370	-	654,370	-
Amount deferred in period	132,853	654,370	132,853	654,370
Amount released to income	(495,556)	-	(495,556)	-
At end of period	291,667	654,370	291,667	654,370

Deferred income is recognised in accordance with our Income policies in note 1, based on the terms of the agreements or donor restrictions. Prior to 2024, there were no such restrictions.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

14 - GROUP FUNDS

	At 31 December 2024	Income	Expenditure	At 31 December 2025
	£	£	£	£
Unrestricted				
General	1,695,466	2,169,308	(2,497,598)	1,367,176
Designated	-	110,219	(60,429)	49,790
	1,695,466	2,279,527	(2,558,027)	1,416,966
Restricted				
Asia specific funding	-	1,153,368	(906,427)	246,941
European specific funding	113,034	1,037,110	(980,530)	169,614
Coalition	15,500	-	(1,534)	13,966
	128,534	2,190,478	(1,888,491)	430,521
	1,824,000	**4,470,005**	**(4,446,518)**	**1,847,487**

Designated and restricted funding

As at 31 December 2025, £430,521 (2024: £128,534) is held in restricted funds. Designated funds are held until completion of an unrestricted contract.

Work in Asia

We have £246,941 (2024: £nil) of restricted funds held at the year end. The institutional 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 31 December are included as deferred income. This year balance reflects the UBS Umbrella Grant which can be used to support Bangladesh incurred costs.

European specific funding

The restricted funding in Romania received in the year 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 31 December are included as deferred income. 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 £157,297 (2024: £108,834).

Coalition

We have £13,966 (2024: £15,500) of restricted funds held at the year 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

14 - GROUP FUNDS (2024)

	At 1 September 2023	Income	Expenditure	At 31 December 24
	£	£	£	£
Unrestricted				
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
Restricted				
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
International Systemic Change Unit	68,008	-	(68,008)	-
	235,244	2,436,762	(2,543,472)	128,534
	1,943,544	**5,132,817**	**(5,252,361)**	**1,824,000**



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

15 - ANALYSIS OF GROUP AND CHARITY NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total funds £
Net assets at 31 December 2025 are represented by:			
Tangible fixed assets	38,270	-	38,270
Current assets	1,872,952	430,521	2,303,473
Current liabilities	(202,589)	(291,667)	(494,256)
	1,708,632	138,854	1,847,486

CHARITY	Unrestricted funds £	Restricted funds £	Total funds £
Net assets at 31 December 2025 are represented by:			
Tangible fixed assets	26,319	-	26,319
Current assets	1,741,122	430,521	2,171,643
Current liabilities	(491,367)	-	(491,367)
	1,276,074	430,521	1,706,595

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

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

12 months ended 31 December 2025
16 months ended 31 December 2024

16 - PENSION COMMITMENTS

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £96,293 (2024: £100,927). Contributions totalling £14,917 (2024: £1,140) were payable to the fund at the Balance Sheet date and are included in creditors.

17 - RELATED PARTIES

During the year, five trustees made donations totalling £138,000 (2024: three trustees made donations totalling £132,000). Additionally, one trustee facilitated grant donations of £42,458 to the Charity through their employer (2024: £84,095) and one trustee facilitated grant donations of £20,000 through a trust they are also a trustee for.

18 - TAXATION

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

19 - JUSTICE & CARE BANGLADESH

Justice & Care has a branch office in Bangladesh, registered with the NGO Affairs Bureau in the country. The objectives of the work there align with our global objectives, and the results are incorporated in the financial statements of Justice & Care. Income for the year was £829,212 (2024: £1,322,292) and expenditure was £1,028,903 (2024: £1,071,837), resulting in a deficit of £199,691 (2024: surplus £250,455).

20 - JUSTICE & CARE ROMANIA

Justice & Care has a subsidiary (by virtue of common control) in Romania, registered with the ANAF (Agentia Nationala De Administrare Fiscala). The objectives of the work there align with our global objectives, and the results are incorporated in the financial statements of Justice & Care. Income for the year was £204,136 (2024: £378,491), and expenditure was £223,639 (2024:£366,370), resulting in a deficit of £19,504 (2024 surplus of £12,121).

21 - COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (16-MONTH PERIOD ENDED 31 DECEMBER 2024)

	Group		
	Unrestricted Funds	Restricted Funds	Total
	£	£	£
INCOME FROM:			
Donations and legacies:			
Individual and corporate donations	2,629,188	2,436,762	5,065,950
Charitable activities:			
Fundraising events	33,129	-	33,129
Investment income	33,738	-	33,738
TOTAL INCOME	**2,696,055**	**2,436,762**	**5,132,817**
EXPENDITURE ON:			
Raising funds:			
Generating voluntary income	507,753	-	507,753
Charitable activities:			
Grant making	303,950	-	303,950
Other charitable expenditure	1,897,186	2,543,472	4,440,658
TOTAL EXPENDITURE	**2,708,889**	**2,543,472**	**5,252,361**
Net income and net movement in funds	(12,834)	(106,710)	(119,544)
Funds brought forward at 1 September 2023	1,708,300	235,244	1,943,544
FUNDS CARRIED FORWARD AT 31 DECEMBER 2024	**1,695,466**	**128,534**	**1,824,000**

12 months ended 31 December 2025
16 months ended 31 December 2024

22 - CHARITY STATEMENT OF FINANCIAL ACTIVITY

	2025			2024		
	Unrestricted Funds £	Restricted Funds £	Total Funds £	Unrestricted Funds £	Restricted Funds £	Total Funds £
INCOME FROM:						
Donations and legacies:						
Individual, trusts and corporate donations	1,624,087	290,741	1,914,828	1,959,343	264,989	2,224,332
Grant income	511,189	1,857,180	2,368,369	669,845	2,171,773	2,841,618
Charitable activities:						
Fundraising events	-	-	-	33,129	-	33,129
Contracts and services	110,219	-	110,219	-	-	-
Investment income	35,408	-	35,408	33,738	-	33,738
TOTAL INCOME	**2,280,903**	**2,147,921**	**4,428,824**	**2,696,055**	**2,436,762**	**5,132,817**
EXPENDITURE ON:						
Raising funds:						
Generating voluntary income	765,312	-	765,312	507,753	-	507,753
Charitable activities:						
Grant making	-	992,166	992,166	-	2,532,592	2,532,592
Other charitable expenditure	1,464,677	963,987	2,428,664	2,463,712	10,880	2,474,592
TOTAL EXPENDITURE	**2,229,989**	**1,956,153**	**4,186,142**	**2,971,465**	**2,543,472**	**5,514,937**
Net movement in funds	50,914	191,768	242,682	(275,410)	(106,710)	(382,120)
Funds brought forward	1,361,698	128,534	1,490,232	1,637,108	235,244	1,872,352
FUNDS CARRIED FORWARD	**1,412,612**	**320,302**	**1,732,914**	**1,361,698**	**128,534**	**1,490,232**



JOINING FORCES TO END MODERN SLAVERY

We are proud of what we have achieved together during 2025 - survivors rebuilt stability and independence; investigators and prosecutors pursued traffickers; frontline professionals strengthened their practice and governments and partners used evidence from our direct frontline work to improve law, policy and national systems.

For a more detailed overview of our year in action, please see our 12 Month Impact Report January – December 2025.

Justice & Care will continue to combine frontline work, strategic partnership and systemic change, learning from individual cases, testing what works and sharing evidence that can help protect more people.

JUSTICE & CARE

@justiceandcare

England and Wales Charity No 1133829
Scotland Charity No SC042389