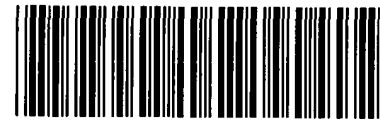


# JUSTICE & CARE

Saving lives. Breaking  
the grip of slavery.



\*AA4QGEHN\*

A16

18/05/2021

#268

COMPANIES HOUSE

\*AA3E9A42\*

A09

28/04/2021

#167

COMPANIES HOUSE

\*AA1CNWUW\*

A03

30/03/2021

#124

COMPANIES HOUSE

## JUSTICE & CARE

Company limited by guarantee

### REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

Justice & Care Limited  
100, The Quadrant, London, W1A 1AA  
Tel: 020 7423 1000



**JUSTICE & CARE**  
Annual Report and Accounts  
2019/2020

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## JUSTICE & CARE

REFUGEE AND ASYLUM  
SUPPORT AND PROTECTION

### REFERENCE AND ADMINISTRATIVE DETAILS

**Trustees**

James R Thomas  
Jonathan Pugh-Smith  
Jon Simpson  
Lucy Colman (appointed 24 September 2020)

#### Key management

Chief Executive Officer Christian Guy  
Global Director for Fundraising and Communications Jamie Fyleman  
Director of European Operations Cristina Huddleston  
Director of Finances and Resources Jo Heldreich  
Bangladesh Country Director Tariqul Islam

#### Registered Office

10 Queen Street Place  
London  
EC4R 1AG

#### Independent Auditors

Haysmacintyre LLP  
10 Queen Street Place  
London  
EC4R 1AG

#### Solicitors

Wellers Law Group PLC

#### Bankers

HSBC Bank plc  
76 Hanover Street  
Edinburgh  
EH2 1EL

#### Company Number

06990037

#### Charity Numbers

1133829 (England and Wales)  
SC04239 (Scotland)














'Often cases collapse because victims are not supported, or in fact cases don't even get that far; they are filed in the police station because victims are not confident and are not engaged. And we also know conversely, where there are systems where victims feel supported, like with the Victim Navigators, that makes a huge difference in terms of prosecutions. So let's do more of that.'

Dame Sara Thornton DBE, QPM, UK  
Independent Anti-Slavery Commissioner

## From September 2019 to August 2020

### Key operational achievements:

-  **111** victims rescued
-  **573** survivors intensively supported to rebuild their lives
-  **117** suspected traffickers arrested
-  **57** prosecutions supported
-  **17** exploiters convicted
-  Winner of the highly coveted Thomson Reuters Stop Slavery Award, for our work on the Bangladesh/India border
-  Secured a lifetime prison sentence of a trafficker in Bangladesh
-  In the UK, more than 80 per cent of survivors we are supporting are engaging with police investigations - compared to 33% nationally
-  **55** victims supported to return home to many countries including Bangladesh, Romania, the UK and India
-  **1,366** highly vulnerable people targeted with prevention education
-  **1,395** frontline professionals trained in specialist victim identification and care



### Key systemic change

- 16 major recommendations made to the UK Government about improving the anti-slavery fight, generating national media coverage and reaching an estimated audience of eight million
- The development of a nationwide network of 87 leading experts in the UK, able to provide strategic advice into cases of human trafficking and serve as expert witnesses in court
- More than 9,000 UK frontline police officers equipped with specialist victim identification guidance manuals
- Major role in supporting the Government of Bangladesh to achieve TIP report Tier 2 ranking via our prosecution programme - we are now analysing, on behalf of the Government, all 4,500 human trafficking cases backlogged in the Bangladeshi court system
- Pioneering new victim identification protocol at Port of Dover and new multi-agency partnership with Border Force at Scottish ports and Police Scotland - first of its kind

"There are many people who are still in the dark like I was. They are desperate to have a life, to live like other people, to have freedom. I just hope people have the power to help rescue those people."

Nina, Vietnamese Survivor of slavery trafficked to the UK - supported by Justice and Care



### Chairman's introduction

No-one could have predicted the challenges that awaited us in 2020 - a pandemic that has impacted every organisation in the world, Justice and Care included.

Those we serve were among the most significantly affected. Survivors in our programmes in Asia and Europe were left with no income as lockdowns hit. Traffickers discovered new ways of working, for example exploitation moving more online. The police teams with whom we work were focused elsewhere, borders were closed and court cases were put on hold.

Beyond that, as an organisation we faced the reality of a switch for most of our teams to home working, the challenge of fundraising in the midst of market turmoil and the challenge of finding new ways of supporting survivors of trafficking when face to face contact was inevitably limited.

For many organisations, simply getting through this period of world history could be seen as an achievement. But, for Justice and Care, we haven't just survived; we have, in many ways, despite the challenges, thrived. In every area of the work we have been relentless and the impact of that has meant more than 100 victims of slavery have been rescued, 117 suspected traffickers arrested and we have changed systems in every location in which we work.

We have also responded to those so terribly impacted by the pandemic. Survivors like Aashi, who lost all her family income in the crisis - hers is one of 458 households that we have supported this year with essential supplies to see them through. Despite much greater vulnerability to trafficking, every single one of the survivors with whom we work in Bangladesh have remained safe. That is extraordinary.

## JUSTICE & CARE

James Thomas, Founder and Chairman

So too is the fact that thanks to the support we have provided to victims in the UK, more than 80 percent are supporting the police in their investigations - compared to about a third in most cases nationally. Or that since forming a partnership with an organisation in Thailand, UIFT International, they have been able to increase the number of suspected traffickers arrested by 47 per cent, thanks to an increase in investigators funded and supported by us.

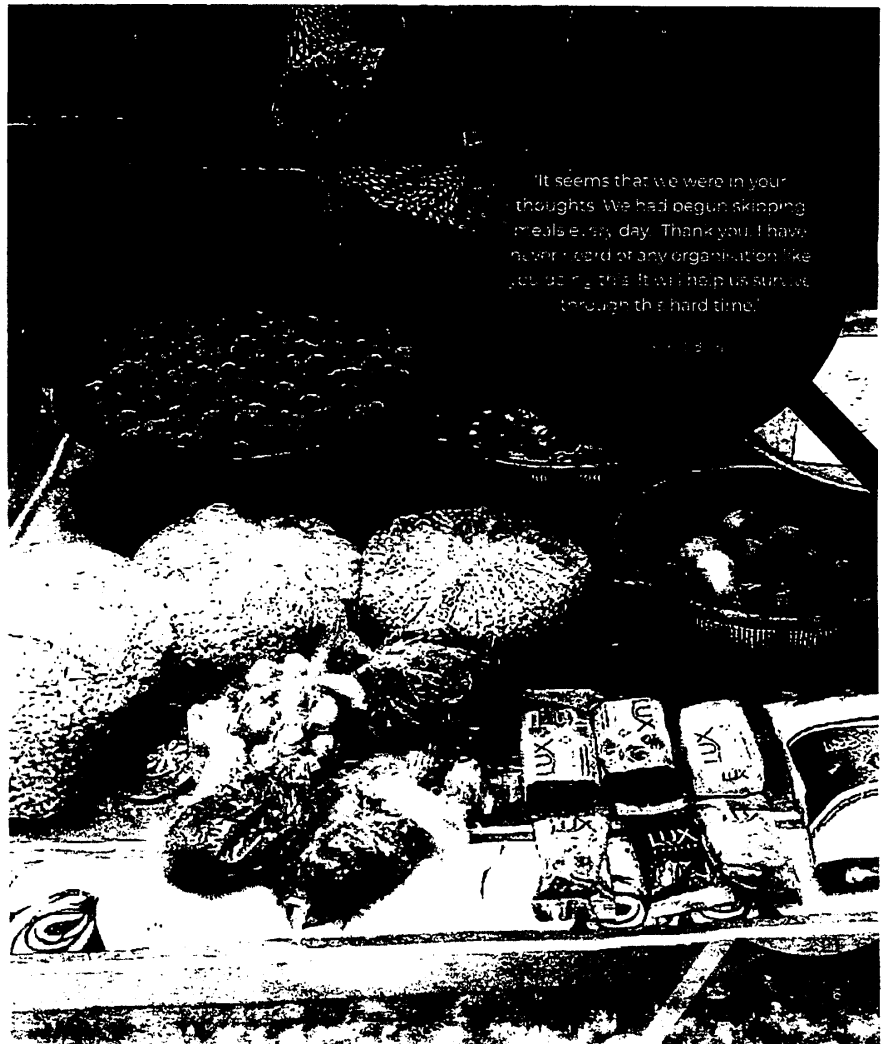
As I reflect on this year, I could not be more proud of the team who deliver this work on a day to day basis and my fellow Board members who provide oversight, inspired by the survivors with whom we work and the impact that we are making in their lives, and thankful for all those who give generously to make the work possible.

Looking forward to the year ahead, we are excited to be investing in growth. We will embed more Victim Navigators within police forces around the UK. We will protect more individuals and communities and bring traffickers to justice in Bangladesh and through our partners in Thailand and India. We will begin operations in Romania and start work developing a global systemic change unit, working with like-minded organisations across the globe.

Together we remain steadfast in our vision to see every captive of slavery free and every perpetrator brought to justice. Thank you for standing with us.



James Thomas  
Founder and Chairman



## TRUSTEES REPORT

**The Trustees, who are also the Directors, present their report together with the financial statements for the year ended 31 August 2020.**

### STRUCTURE, GOVERNANCE AND MANAGEMENT

#### Governing document

Justice and Care is a registered charity in England and Wales, number 1133829, and also a registered charity in Scotland. 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 The United States of America and Asia. Justice and Care in the Netherlands, a third autonomous sister organisation, decided during the year to cease its work.

#### Governance and Management

The day to day work of Justice and Care is managed by a strong executive leadership team, led by our CEO in the UK, Christian Guy. This year the team has been strengthened further, including the recruitment of a country manager in Romania, who previously led on anti-human trafficking for the British Embassy in Bucharest.

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

The registered Directors of the company are also the Trustees. Trustees are appointed by the members in accordance with the Company's Articles of Association and details of the Trustees are listed on page 1.

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

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

Justice and Care UK also has an 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 and Care UK.

#### Remuneration for Key Management

The Trustees manage a Remuneration Sub-Committee consisting of the Chairman and another experienced Trustee to consider detailed remuneration matters on behalf of the Board. The Remuneration Sub-Committee reviews benchmarking data from both the Charity and Corporate market to assist in setting key management remuneration. They also take into account the unique skill set required for work in the anti-trafficking sector before making remuneration recommendations to the Board for approval.

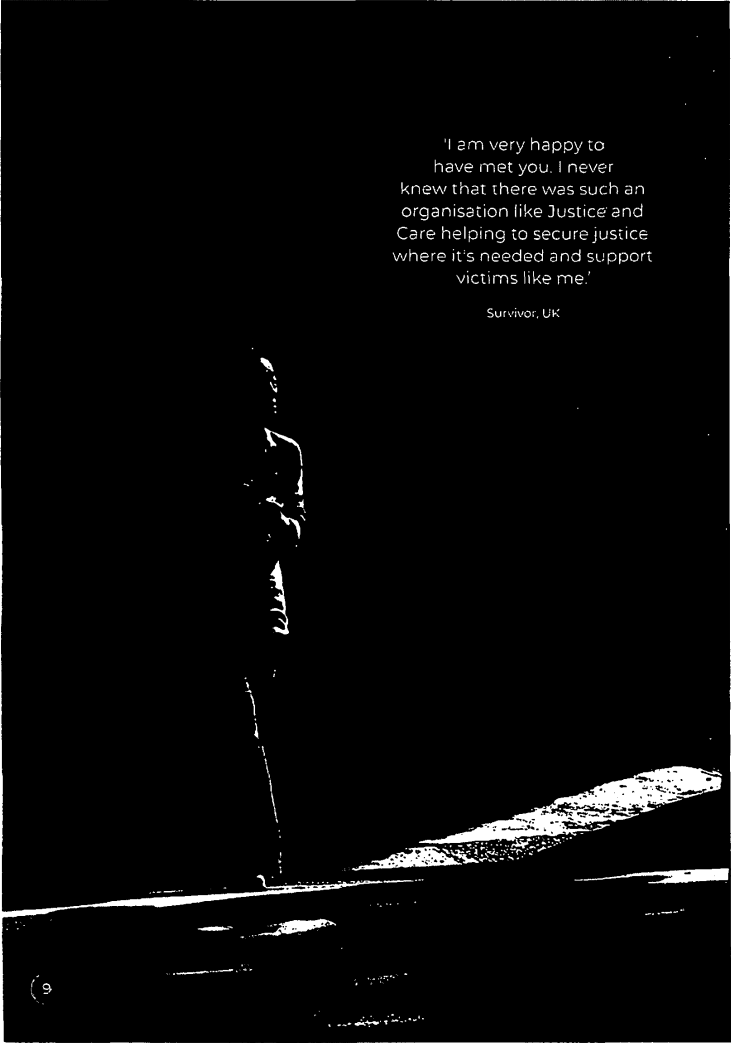
### OBJECTIVES

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

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

"When I had to tell my story of my abuse to court, I was so proud of myself that I could claim justice for myself. I finished something that was really important!"

Survivor, Thailand



'I am very happy to have met you. I never knew that there was such an organisation like Justice and Care helping to secure justice where it's needed and support victims like me.'

Survivor, UK

## JUSTICE & CARE

ANNUAL REPORT

### STRATEGY, ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE

We are committed to doing all we can to see an end to slavery - bringing freedom to individuals and communities living in the grip of the crime, working with police to bring all those responsible to justice and sparking systemic change.

### OUR STRATEGY

Human trafficking remains the fastest growing crime in the world. To help combat it, we have a three part strategy developed over recent years to exponentially increase our impact and reach. Our strategy is to:

- Deliver direct frontline work in the UK, mainland Europe and Bangladesh
- Develop a network of like minded organisations to undertake joint operations and learn from one another
- Achieve change at scale through the creation of a systemic change unit

#### Direct work

Like the criminal networks we are dismantling, our direct work straddles both source and destination countries for human trafficking. By delivering our proven strategy and pioneering new ways of succeeding, we will increase our impact and operational excellence.

Undertaking and where appropriate growing our own frontline work is our principal focus. We partner with police to rescue victims, pursue traffickers, rebuild lives, prevent slavery in the most vulnerable places and help governments succeed at scale.

#### Joint operations

We are building a small global network of frontline organisations, joining forces to fight slavery and leveraging our knowledge and experience to achieve change at scale. Together we fight trafficking, evidence and demonstrate best practice, share expertise and spark systemic change.

## JUSTICE & CARE

2020-2021 Annual Report

### Systemic impact

We lead a UK Policy Unit in partnership with the Centre for Social Justice, focused on ensuring the issue of modern slavery remains centre stage in UK politics. We equip the Government and its agencies to fight the crime at scale, by the dissemination of best practice.

We have also begun work on putting together a global systemic change team, which will look at sharing lessons across borders and continents, so that the issue can be fought at scale.

#### The Unit will:

1. Document and analyse operationally-informed practice that works, translating it into user-friendly formats
2. Leverage this knowledge to influence policymakers in key countries and international bodies to push the policy/legal environment in the right direction
3. Create collaboration around this knowledge among operational leaders, by creating forums and driving joint work to increase impact

We know that creating and communicating the evidence base for systemic change to end modern slavery, in turn supporting governments to win the international fight, is often a crucial missing ingredient in the fight against slavery.

We have made major progress in each of these areas over the last year, as well as responding to the impact of COVID-19 throughout our work - which we look at in depth at the end of the achievements section.



## ACHIEVEMENTS

### Direct work

#### UK

Our unique Victim Navigator Programme has continued to grow and develop. This concept was developed alongside police three years ago and is proving a vital tool in the fight against slavery in the UK.

The programme sees Navigators embedded in the heart of police forces - providing specialist support to investigators and care to victims, helping them to navigate the criminal justice system and rebuild their lives.



During the year we have seen Navigators working in Surrey, Essex, Kent, Greater Manchester and with the Border Force in Scotland, covering both Glasgow and Edinburgh Airports. Our staff remain independent from the police, but have unparalleled insight into cases. They also train officers and other frontline staff, helping them to identify victims of human trafficking.

*'Victim Navigators have certainly helped engage people more with police. Having someone there who is solely there for your victim gives more time to do a better investigation - so that the victim gets justice at the end of it. It is amazing - priceless really.'* Detective Constable from Essex Police Modern Slavery and Human Trafficking Team

During the year our Victim Navigators provided specialist advice in 258 modern slavery investigations. They provided support in 32 rescues, bringing freedom to victims from the UK, Vietnam, Romania, Albania and Hungary.

The project is helping to transform the way that investigations into slavery are carried out and helps to ensure that survivor care is seen as paramount.

In the UK, we have also brought together experts on slavery, particularly from the criminal justice system, as we begin to form what we are describing as our 'Expert Witness Network'.

The workshops, built around an innovative training package called HYDRA, saw the experts respond to simulations of emerging cases that involved human trafficking - drawing out critical lessons and recommendations during the process.

Over the next year or so, many of those there will be able to use the same training in their own setting and form part of a national network of specialists. They will be called on when needed to offer strategic advice into cases involving slavery and act as expert witnesses in court.



## JUSTICE & CARE FROM ASIA TO EUROPE

### The objectives of the project are:

- To increase successful prosecutions of those responsible for human trafficking
- To increase justice for victims, which is vital for their sense of 'closure', safety and giving the freedom to move forward
- To prevent trafficking as a result of putting existing offenders behind bars and deterring would-be traffickers, due to the risks involved

### Ileana's story

Ileana was brought to the UK from Romania in January, it was her 19th birthday. She arrived with three other people on a ferry at Dover.

Border Force police were suspicious and, although Ileana said everything was fine, using new protocols drawn up with Justice and Care, one of our Victim Navigators was called in to help.

Although she spoke very little English and refused to open up to police, in a one on one situation she spoke to our Victim Navigator - she burst into tears and told our navigator that she had been trafficked into sexual exploitation both in Romania and in the UK. She was terrified and vulnerable.

Her account led to two of those in the car being arrested, and since charged - and another victim released. Supported by our Navigator, Ileana gave key intelligence that has led to the identification of others in the criminal network.

We have helped Ileana return to Romania where we are now supporting her to rebuild her life.

### Romania

The story of Ileana and many other victims from Romania who we have been supporting has galvanized our determination to open operations in the Eastern European country. This year we have made major steps forward in doing so.

Romania is a major source country for trafficking into the UK, a gateway to Europe for those being trafficked from across Asia, and is struggling with a poor and uncoordinated national response to the issue. We believe that there is an opportunity for us to shape the change that is needed.

As well as continuing the legal process of registering a Romanian based charity, through which Justice and Care operations will be managed, we recruited a new country lead to help us establish our work and develop a strategy for the first three years.

We have already begun discussions with the Office of the President on convening a national taskforce to combat human trafficking, supported the development of a national "know before you go" website to educate would-be migrants in how to protect themselves from exploiters, and begun preparations for deploying a Victim Navigator to support returning victims repatriated from the UK.

### Bangladesh

In an unprecedented year of a pandemic and also the country being hit by a major cyclone, the team in Bangladesh has continued to develop an outstanding reputation for its work to keep communities safe, rescue victims and help them restore their lives, bring those responsible to justice and spark systemic change.

The quality of the work was recognised during the year by the Thomson Reuters Foundation. Our work on the Bangladesh/India border, training Border Guards there to help identify victims of human trafficking, was given the prestigious 'Stop Slavery Award'. Previous winners have included Adidas, Apple and Delta Airlines.

During the year we were able to train 180 further border guards, assist police investigations, rescue five victims and arrest 24 suspected traffickers as a result. Our training to Border Guards over the last 24 months has led to a significant reduction in the number of people being trafficked across the border checkpoints where we have undertaken the training.

However, we know that more work is needed. Intelligence suggests that the traffickers are now targeting other border posts, where they know that there is less chance of being caught. We are now working on a plan to train many more border guards across the country.

To help protect communities from traffickers, we continued work on the ground to raise awareness of the issue in the most vulnerable areas. In the early part of the year, this work included training 1,366 of the most vulnerable groups in border communities and female garment factory workers whom we know to be targeted by traffickers. As the pandemic hit



## JUSTICE & CARE

and lockdown was enforced, factories closed and community events were impossible, but criminal networks continued to pursue and groom the vulnerable, online and in person.

We pivoted our response accordingly, ensuring that individuals, families and communities were protected within the midst of the pandemic - you can read more about this on page 24.

It is thought that more than 50,000 victims are trafficked across the border from Bangladesh to India every year. We have become the principal organisation that is turned to in order to help return victims home when they have been rescued. We are responsible for one in three repatriations of human trafficking victims from India, working with 44 partner organisations in India. This work requires huge diligence, persistence and coordination with all the stakeholders involved in the legal and transport processes.

Despite the border being physically closed for about half of the year, and international flights cancelled, we were able to get 52 survivors home. In each case we undertook a full assessment with their families, to ensure it was safe and appropriate to return and that the right support was in place. Where this was not possible, we helped those we brought back to Bangladesh to set up their own home.

### Mother and daughter reunited

Aleya, grew up in extreme poverty and her father died when she was seven years old. Rather than go to school, Aleya ended up being sent to work as a domestic servant in people's homes in Dhaka, cleaning and cooking. She was often sexually abused.

At 16 years old she managed to escape but, groomed by another boy and girl, she was trafficked to Bangalore in India and was forced to live as a sex slave.

This year, Aleya was rescued in India and we helped bring her home. She was desperate to be reunited with her mother, but no one knew where she was. Tracking her down in a country of 161 million people seemed almost impossible.

However, our social workers travelled with Aleya to her home district and began to piece the jigsaw together. After a long search and working with local partners, we were able to find Aleya's mother and reunite the two of them. Our social worker, Shikha, said, 'Seeing Aleya and her mother embrace was an incredibly moving moment. Both had all but lost hope of seeing each other again - now they can begin to rebuild their lives. To see their joy and the love they had for each other is something I will never forget. Aleya will need her Mum's help to come to terms with everything that has happened to her.'

Just as we have been relentless in reuniting Aleya with her family, we will now stand with her to help recover and rebuild, and we will fight to see her traffickers brought to justice.



Providing ongoing care and support to survivors is a critical part of our work. During the year we were able to provide support to 308 women and children who were trafficked. Not one of them has been re-trafficked this year, despite considerable vulnerability. Our support has included emotional care, physical supplies (with much more detail in COVID-19 section on page 24) and has also involved, for 14 survivors, help in rebuilding homes after they were destroyed by Supercyclone Amphan in May.

In April Nadia, a survivor of slavery, lost all of her income as a result of the pandemic. Already beside herself, the following month things became more difficult - her home was destroyed in a cyclone.

Cyclone Amphan tore across Bangladesh's southwestern coast in May, leaving widespread damage in its wake - further destroying a fragile economy.

Thanks to the generosity of Justice and Care supporters in an emergency appeal, we were able to quickly evaluate the needs of Nadia and 13 other survivors whose homes were destroyed or damaged in the storm. Some had suffered injuries as a result of the damage.

Having ensured all survivors had a safe place to stay and provided them with immediate care and provision, we have helped them rebuild their homes.



Critical to helping survivors come to terms with what has happened to them, and protect others from the same ordeal, is to pursue those responsible. During the year our work in Bangladesh helped lead to the arrest of 24 suspected traffickers and was involved in the prosecution of 46 suspected traffickers - including one where the kingpin of the network involved was jailed for life. This was the first time in Bangladesh history that someone has received a lifetime sentence for a human trafficking crime.



## JUSTICE & CARE

### Joint Operations

Critical to our strategy is the development of a small network of like minded NGOs, committed to fighting slavery together.

We know that we cannot fight human trafficking alone. Those responsible work across borders and continents with impunity, often working between criminal networks. We also believe that different organisations bring different strengths and experience to the table and, by harnessing that, we have the opportunity to learn from each other.

This year we have invested in and worked with two partners - in Thailand, LIFT International, and in India, an organisation that we have worked with for many years under the umbrella of Justice and Care, WMS.

### Thailand

Towards the beginning of the year we formally began joint-operations with LIFT International. As organisations we committed to working together, sharing expertise and collaborating on casework and international systemic change.

We made a decision to invest £250,000 in the organisation in year one. Our initial investment and development plan for LIFT allowed us to approach a Singapore based foundation, who agreed within the year to meet these costs - in grants directly to LIFT - from 2020/21. This reflects our commitment to help local organisations build their own capacity, including securing local sustainable funding.

During the year, our partnership has helped lead to:

- An expanded investigation team - with 38 suspects being arrested, a 47 per cent increase in nine months
- 60 victims being rescued
- 11 convictions being secured
- 43 survivors being cared for

Beyond these areas of immediate impact, we have helped design a new aftercare model for LIFT, sharing our expertise from the frontline. LIFT meanwhile have begun supporting our national teams with their specialist knowledge and experience in digital forensics and online-facilitated exploitation.

### Street children rescued

Anurak and Mee Noi lived on the streets in Thailand. The young boys had to fend for themselves and became easy prey for traffickers. There are thought to be around 20,000 street children living in Thailand's cities and towns. All are highly vulnerable.

A trafficking ring targeting homeless children abducted Anurak and Mee Noi. With no one to protect them or report them missing, the boys were forced to work in massage parlours, where paedophiles would pay high prices to abuse them.

However, LIFT investigators were on to the criminal network and, working with police, were able to rescue the two boys - and ensure that those responsible were arrested. Anurak and Mee Noi are now safe, off the streets and being helped to rebuild their lives.

### India

We have also continued to work in partnership with WMS in India. For more than a decade, for much of it under the name Justice and Care, we have been working together. In 2018, Indian Government action targeted at many foreign-funded charities, restricted our ability to support the work. However, with those restrictions lifted this year, we were able to invest some funds in the organisation, help them to continue to secure local funding and share expertise.

Our support has enabled our partner to:

- Work with police to undertake 14 rescues and arrest 10 suspects
- Provide support to 135 survivors
- Pursue 194 legal cases, with five convictions secured
- Secure local sustainable funding
- Strengthen organisational capacity - positioning them for long-term health and growth





## JUSTICE & CARE

The Bangladeshi Government has agreed, among other things, to introduce special tribunals to deal with the backlog, with judges who really understand the issue. These and other responses, including work that we initiated training Border Guards, helped the US Government take the country off its 'Tier 2 watchlist' in its annual Trafficking in Persons Report - upgrading the country to its 'Tier 2 list'. This is critical for Bangladesh in terms of its ability to secure international aid from the United States. Justice and Care was thanked by the Government for its help in improving the country's standing.

Meanwhile in Thailand, our partner LIFT was able to begin conversations with the Thai Government to enact anti-grooming laws, with early steps of progress achieved.

Systemic change takes time to achieve, but we are encouraged by the progress we have made.

## OUR RESPONSE TO COVID-19

As national lockdowns took hold, COVID-19 had a significant impact on our work and those we serve.

International borders were closed, millions lost their employment or day labouring income and movements were restricted. From a human trafficking perspective, the impact of coronavirus includes:

- Increased vulnerability to trafficking - destitution and loss of income lead to huge new 'markets' of potential victims for traffickers. Loss of income means increased debt bondage and increased willingness to engage in the dangerous irregular migration that is exploited by traffickers
- An increase in online grooming and online sexual exploitation, particularly of children - especially as buyers are online more during lockdown and lack opportunities to access brothels
- A negative impact on the recovery of survivors - who face re-traumatisation, isolation and reduced access to services

We were focussed and unrelenting in our response, beginning by undertaking rapid assessments into the impact of the lockdown on our survivors and the communities targeted by traffickers. We mobilised a response designed to meet emergency needs and prevent re-trafficking and destitution.

### Key achievements:

- 308 survivor households and 120 highly at-risk households (more than 2,000 individuals) supported with emergency supplies in Bangladesh, India, Thailand, Romania and UK
- Persistent proactive engagement with our law enforcement partners to keep trafficking on the agenda and investigations progressing - leading to 10 arrests in Bangladesh, 28 in the UK and 23 in Thailand, and 13 rescues in the UK and 22 in Thailand during lockdown
- 8,262 phone follow-ups conducted over the last six months to over 300 survivors in Bangladesh who were experiencing fear, confusion and trauma as a result of the pandemic and lockdown - providing clear health advice, emotional support and arranging emergency supplies

### Bangladesh

In Bangladesh, a rapid analysis survey we conducted found that more than a third of the survivors with whom we work had lost all of their income. With no savings, the impact was catastrophic - resulting in high risk of being re-trafficked.

We were quickly able to set up an emergency food service - ensuring that the most at risk families received the food security they needed in a safe manner. Vulnerability for some was made even greater when a cyclone hit the country, leading to some survivors seeing their homes destroyed. We have helped 14 survivors rebuild their homes which were devastated.

## Jamila's Story

Jamila entered lockdown pregnant. Now with no work, income or savings, and therefore no way of buying food, she was forced to skip meals. She was deeply concerned about the health of her family and especially her unborn baby. Our team was able to step in, providing socially distanced deliveries of food, medicines and hygiene materials. She and her baby are doing well and beginning to rebuild their lives once again.

With a lockdown restricting movement and the ability of our staff to meet with survivors and raise awareness about the risks of trafficking in communities, we had to find new ways of working.

To provide greater support to those who have recently been rescued and were re-traumatised by lockdown, we set up a peer mentoring programme - training those who are a long way in their recovery process to provide support to those at the start of it. This proved a huge success for both those mentoring and being mentored.

To help ensure that at-risk communities were not vulnerable to grooming by traffickers, our team in Bangladesh have developed a number of television adverts, which are being run at no cost on local public service channels reaching an audience of over two million members of the most vulnerable communities. The adverts raise awareness of the tactics of traffickers and how to verify job offers and undertake safe migration.

Meanwhile, the border closure has meant that a significant amount of repatriation work has not been possible. Our teams have had to provide support to rescued victims that have been waiting to come home living in Government homes in India, and to their families who are waiting for them.

### UK

In the UK, we found police teams being pulled in different directions as they responded to the pandemic. Although the picture of trafficking changed, the abuse and vulnerability of victims did not.

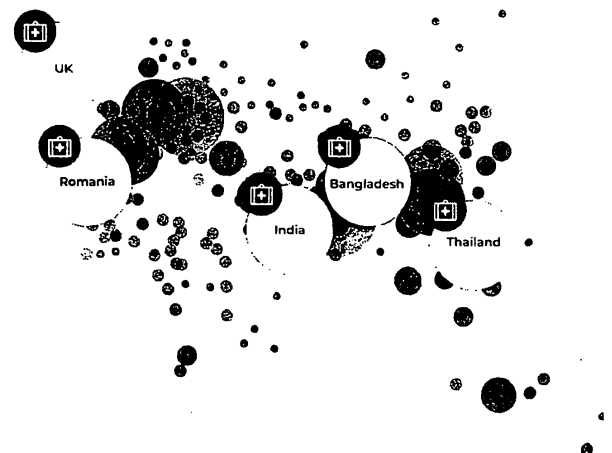
Our Victim Navigators switched some of their support to online, but provided in person care where necessary. This included providing support to one victim who ended up in intensive care after being shot by his traffickers who were drunk and bored during lockdown.

We continued to provide advice into police investigations - including helping to rescue a woman who had been kept in a cellar for eight years in southeast England, supporting the arrest of five suspects in a case involving using Vietnamese victims in drug cultivation in Kent and an investigation into a network of brothels where trafficking victims are exploited, operated by a nationwide organised crime group.

Lockdown also saw us provide additional care to vulnerable victims as necessary and also support to one new mother, whose baby was born into freedom after her mother was rescued with the support of our team.

### Elsewhere

We were also able to support emergency responses through our partners, supporting victims of slavery most affected by the pandemic in Romania, India and Thailand.



Find out how COVID-19 prevalence around the world in 2020

## JUSTICE & CARE

### Impact since we started work

We are proud of the impact that Justice and Care has been able to make in the last 11 years. Through our own direct work and recently in joint operations within the network we are building, we have achieved the following:



VICTIMS REMOVED FROM  
EXPLOITATION  
**5,014**



ACCUSED TRAFFICKERS  
ARRESTED  
**1,334**



PROSECUTIONS OF  
EXPLOITERS SUPPORTED  
**1,275**



EXPLOITERS CONVICTED  
**153**



SURVIVORS SUPPORTED  
**4,588**



FRONTLINE  
PROFESSIONALS TRAINED  
**51,164**



VICTIMS SUPPORTED  
PROSECUTIONS OF  
EXPLOITERS SUPPORTED  
**176,013**



SUPPORTED SAFE  
RETURNS  
**251**



## JUSTICE & CARE

TRUSTEES REPORT

### 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

Justice and Care outworks a significant part of its mission through bespoke partnership arrangements with a very small number of organisations in the countries of operation. These organisations are supported not only with grants from Justice and Care but also with significant support from our Board and leadership team, including helping them to build their own fundraising capacity. Investments are considered, made and monitored by an Investment Committee.

Strategic priorities, budgets and key performance targets are agreed with partner organisations annually and reviewed quarterly. Detailed monitoring of targets and milestones takes place, alongside independent external evaluations, to ensure effective, efficient and quality service delivery.

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

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

This collaborative arrangement allows partner organisations the benefit of the support and expertise of Justice and Care, lesson sharing across organisations and builds local capacity.

### RISK MANAGEMENT

Justice and Care keeps a full risk register that is reviewed by the full Board at every meeting, and separately considered on a monthly basis by Trustees and staff at the Finance and Risk Committee. The Trustees have considered the major strategic, business and operational risks that the charity faces to ensure there are systems in place to mitigate these risks - the top risks identified by the Trustees are:

- Impact of COVID-19 - as with almost every organisation around the world, we have been impacted by the pandemic. Whilst, at time of writing, there is now light at the end of the tunnel, we remain concerned about the potential impact on economies, threatening charity income, and also the focus of governments on the issue
- Abuse of victims - we work with children and vulnerable adults and therefore must have the very highest standards of safeguarding in place for those we serve
- Safety and wellbeing of staff, given the traumatic and higher-risk elements of our work - we recognise and prioritise this in key ways, as we engage with cases and prosecutions against criminals

### COVID-19 - mitigating actions

We continue to follow government advice in terms of remote working and travel, as we respond to the crisis. We have developed new methods of engaging donors and attracting new supporters, including the use of online webinars. We are encouraged that whilst certain funding streams have been significantly hit, particularly community fundraising, we have met income targets set before the pandemic. We continue to consider at each Board meeting, in relevant Board committees and in Executive Team meetings the impact of COVID-19 on our work and steps we need to take to avert issues.

### Abuse of children and adults - mitigating actions:

Safeguarding is embedded in all aspects of the work. Our policy is regularly reviewed and where possible strengthened. Its implementation is monitored through field visits and inspection of casework. Alongside this, we implement and regularly review policies and procedures on whistleblowing and data protection. All frontline staff are pre-screened and we ensure appropriate training is in place and delivered across the organisation.

### Staff safety and wellbeing - mitigating actions:

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

Meanwhile we continue to train staff in personal safety, undertake security assessments and ensure our lone working policy is being followed. In addition, we keep a relatively low profile as an organisation. We have strict protocols for our external communications and media to make sure there is minimum exposure of our teams as well as the survivors.

We have also provided frontline staff with high quality clinical supervision and the chance to process any of the more traumatic elements of their work. We also provide for rest time and TOIL as required, to ensure a sensible work-life balance is maintained.

### FUNDRAISING APPROACH AND REGULATION

Justice and Care has a relatively small fundraising team, with direct fundraising responsibility in the UK but also providing support to our sister organisation in the US.

The team has, in a relatively short period, helped create a firm fundraising base for our work. We do not outsource any fundraising activities. Our activity is primarily focussed around income from generous individuals, trusts, foundations, institutional funders and businesses.

Further funds are also raised through the UBS Optimus Foundation, with many donors channeling their funds via UBS who add match funding. These funds are awarded to us under formal grant agreements and will be released over the coming years against our strategic plan. As a result, the income into our accounts in this financial year does not reflect all the money that has been raised or pledged for our work. We have also secured significant funding, over a

## JUSTICE & CARE

multi-year period, from the Global Fund for Ending Modern Slavery - thanks to the generosity of initially the UK's aid budget and now Norwegian Government funding.

During the first part of the financial year we were able to continue with a key strand of our fundraising activity of introducing people to the work by either frontline visits and/or dinners. The impact of COVID-19 meant that these were cancelled in the second half of the year.

Instead we focussed on online activities - including webinars and 1-2-1 and small group meetings. We increased our correspondence to donors, to help engage them with our work and launched an online emergency appeal to help fund our response to the pandemic.

During the year we also developed an individual giving programme, called the Freedom Network - it provides an opportunity to give regularly into our work, whilst receiving exclusive insight and the opportunity to join special events to hear more about how we are tackling the issue.

We are members of the Fundraising Regulator and are fully committed to the standards and practice outlined in its Fundraising Standards Scheme. We do not use Third Parties to fundraise on our behalf. The vast majority of our fundraising activities are based on developing strong relationships. We do not use cold calling or supplied data lists, helping to ensure that we protect vulnerable people and other members of the public from behaviour which:

- Is an unreasonable intrusion on a person's privacy
- Is unreasonably persistent
- Places undue pressure on a person to give money or other property

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

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

### FINANCIAL REVIEW

During the year we continued to build a strong sustainable financial future through our fundraising work. We expect income in the region of £2 million during 2020/21.

Justice and Care Bangladesh's financial statements are consolidated within Justice and Care UK. During the year Justice and Care Bangladesh had an income of £214,105 and a spend of £217,135. In the UK, the results for the year as set out in the attached Statement of Financial Activities show income of £1,822,776 (2018/19 £1,150,137). Expenditure was £1,866,853 (2018/19 £1,189,749).

Total funds restricted, designated and unrestricted at 31 August 2020 amounted to £2,258,273.

Justice and Care had a sufficient level of unrestricted reserves of £1,250,000 and designated reserves of £843,492 as at 31 August 2020.

These designated funds were part of the original large gift given towards our work in Asia, and whilst not strictly restricted, these have been specifically purposed by the trustees for advancing our overseas work in line with the original purpose of the gift and with the expansion priorities of our global strategy. We expect these designated funds to be fully expended over the next two to three years on extending our frontline work in Asia, our innovative joint operations with key global partner NGOs, and our policy and advocacy work to embed systemic change at government and law enforcement level. They also further buffer a season of external economic uncertainty in the UK and will help launch the next phase of our international strategy.

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

### WMS grant

In the summer of 2018, the Indian Government froze the funds of our partner organisation WMS. The organisation's FCRA licence, allowing it to receive foreign funds, was also suspended as an investigation was carried out into WMS.

The Indian Government's action was part of a wider review of international funding of charities in the country. Over a few years, two thirds of charities that were able to receive foreign funds faced similar action.

WMS were delighted to be one of only a small number to have their licence reinstated and the frozen funds released. The Executive and Trustees of JCUK have continued to work with the leadership of WMS to ensure that these funds are used to bring freedom to communities and individuals living in the grip of slavery, justice to those responsible and provide long term sustainability for WMS. Great progress has been made on every front during the financial year.

### Reserves policy

Our Reserves Policy seeks to maintain between four and six months of unrestricted funds, not committed or invested in tangible fixed assets ('the free reserves') and to review the exact reserves target each year - based on external and internal factors such as the organisation's strategy needs, the value of the pound and income forecast. During 2020/21, based on this assessment, the Trustees have decided to aim to maintain six months of reserves in order to:

- Ensure that we can invest in the global strategy with some flexibility
- Provide resilience against significant fluctuations in the value of the British Pound due to Brexit
- Provide resilience against reduction in funding due to the impact of coronavirus in each of our funding streams

## JUSTICE & CARE

THE ANTI-SLAVERY LEADER

In the year under review, this figure amounts to £1,250,000 compared to actual free reserves of £2,020,719. However, this figure includes £843,492 designated by the Trustees for essential strategic purposes which leaves effective free reserves of £1,177,227.

At the end of the year, Justice and Care had committed in principle a further £100,000 of support to WMS. We expect these funds to be released in tranches in 2020/21.

### Volunteers

Justice and Care is incredibly grateful for the support of a number of volunteers who have helped with our work this year, both in the UK and Bangladesh. This includes people who have provided support to survivors of trafficking, who have worked in our office, undertaken fundraising for us - including undertaking fundraising challenges - and helped with desk research. We have also developed an Ambassador Group, who help us promote the work of Justice and Care to individuals and organisations. The support amounts to many hundreds of hours donated and has resulted in thousands of pounds being raised.

### FUTURE PLANS

In challenging circumstances, we have seen significant momentum in every area of our work during this financial year - momentum which we are excited to continue into 2020/21 in our fight against modern slavery. In each area of our strategy, we expect our work and influence to grow.

#### Frontline work

In the UK, we expect our Victim Navigator Project to continue to grow. We will recruit Navigators to new forces, including the Met Police, to further demonstrate the programme. We will also pilot more specialist roles, for example someone working with child victims, within forces we are currently supporting. Our new Expert Network programme will be rolled out, providing access to specialist advice into investigations and prosecutions.

Our work to establish Justice and Care in Romania will continue during the year. We will see a foundation established there to run the work, the recruitment of Victim Navigators and will work on developing a new model for Romanian victims who have been taken to the UK and want to return home.

In Bangladesh we will step up efforts to return home victims of trafficking who have been left languishing in Government-run shelter homes in India. We will expand our award-winning programme to train border guards to help identify and rescue victims of human trafficking as they are taken. We will also step up our legal work to bring those responsible to justice, including a review of the thousands of cases that remain within the court system. We will trial mass human trafficking awareness programmes in the country, whilst our ability to meet in communities is curtailed.

### Network

Frontline operations will continue to take place with our partners LIFT International in Thailand and WMS in India. We are looking forward to being able to meet together, but in the meantime share best practice and learnings remotely.

During the year we will also begin the process of searching for a new potential partner, most likely in Asia.

### Systemic change

In the UK our principal focus will be looking at the care in place for victims of human trafficking. It is widely accepted that the Government's National Referral Mechanism is no longer fit for purpose, and the package of support available to those who have been enslaved needs to be reformed.

We will build extensive evidence from those who have been through the system, frontline professionals and our own work to demonstrate the changes needed.

Meanwhile we will work on two global projects, including one looking at lessons that can be learnt from the online exploitation of children focussed on the Philippines and another, in partnership with the McCain Institute, drawing lessons from and creating toolkits for those involved in the prosecution of those accused of human trafficking.

Underpinning all of this work will be a commitment to our key strategic priorities, set by the Board, to:

- Prevent slavery and human trafficking in the most at-risk communities
- Work with the police and other statutory organisations to help bring all those responsible to justice
- Rebuild the lives of those affected by slavery
- Be a leading voice and authority on the issue of human trafficking
- Demonstrate and champion, through evidence-based solutions, programmes and actions that can be taken to combat the issue
- Continue to develop organisational excellence and sustainable resource

### IMPACT OF COVID-19

Whilst there is undoubtedly light at the end of the tunnel, with the global roll out of vaccinations, we expect every area of the next financial year to be impacted by the pandemic.

For many of the survivors we support, time is required to rebuild their lives. Significant numbers, particularly those rescued in India, face delays in returning home. For those who had made progress in rebuilding their lives and livelihoods, COVID-19 resulted in significant economic losses as well as challenges of accessing education and support. In many cases, court processes were delayed. We will stand with them.

## JUSTICE & CARE

More widely, we have seen traffickers adapt their business model - for example switching to online exploitation. We have also seen vulnerability increase, as people lose their livelihoods - this makes them easier prey for criminal networks. We will adapt.

In terms of systemic change, many of the governments with whom we work are focusing on economic recovery - and in the case of the UK, Brexit too. We are concerned that this will draw attention away from the issue of modern slavery. We will do everything we can to keep it on the agenda, demonstrating solutions that are effective and efficient.

We also know that the economic impact for our supporters, or potential supporters, may also be significant. Finances are stretched, needs are everywhere. That, coupled with nervousness about travel, meeting in larger groups and an almost complete suspension of mass participation fundraising events makes the environment for raising critical funds all the more challenging. However, to date our donors have shown huge commitment and we will continue to pursue new funding opportunities and develop campaigns to attract supporters.

### TRUSTEES/DIRECTORS

The Trustees/Directors who held office during the year were as follows:

James R Thomas  
Jonathan Pugh-Smith  
Jon Simpson

We undertook work during the year to further strengthen the Board - resulting in Lucy Colman becoming a Trustee in September 2020. Lucy has years of experience within political advocacy, particularly in the anti-slavery sector.



## JUSTICE & CARE

12040444/2019-TRUSTEES RESPONSIBILITIES

### 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 law 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 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 which 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:

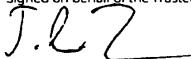
- there is no relevant audit information of which the company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

#### AUDITORS

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

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

Signed on behalf of the Trustee<sup>5</sup>



Director: James Thomas  
Date: 12 March 2021



## JUSTICE & CARE

Justice & Care is a registered charity in England and Wales (1127200) and in Scotland (SC015290). It is a company limited by guarantee under the Companies Act 2006.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JUSTICE & CARE

### Opinion

We have audited the financial statements of Justice & Care for the year ended 31 August 2020 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2020 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.

### Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 37 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### 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.

## JUSTICE & CARE

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE TRUSTEES OF JUSTICE & CARE

### 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 incorporates the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report (which incorporates the directors' report) has 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:

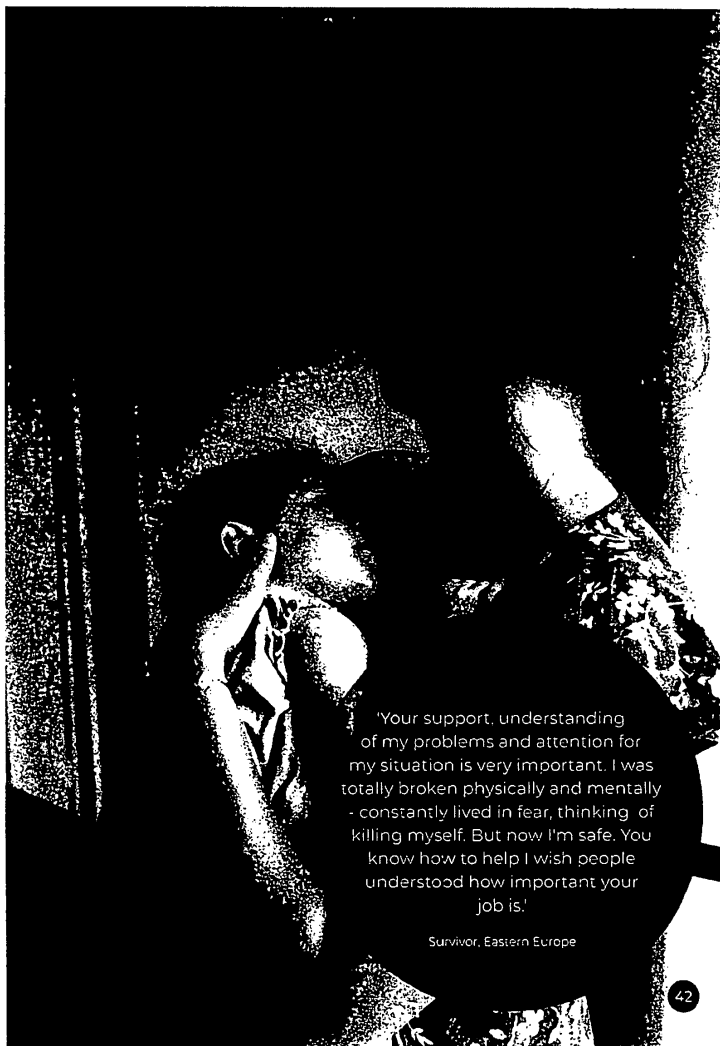
- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the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

Murtaza Jessa (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditors  
Date: 12 March 2021

10 Queen Street Place  
London  
EC4R 1AG



'Your support, understanding of my problems and attention for my situation is very important. I was totally broken physically and mentally - constantly lived in fear, thinking of killing myself. But now I'm safe. You know how to help I wish people understood how important your job is.'

Survivor, Eastern Europe

## JUSTICE & CARE

ANNUAL FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Including Income and Expenditure Account) FOR THE YEAR ENDED 31 AUGUST 2020

	Note	General Fund	Restricted Fund	Total Funds 2020	Total Funds 2019
		£	£	£	£
<b>INCOME FROM:</b>					
Donations and legacies:					
Individual and corporate donations	2	1,278,805	540,653	1,819,458	1,078,265
Charitable activities					
Fundraising events		3,318	-	3,318	17,676
Other	3	-	-	-	54,196
<b>Total income</b>		<b>1,282,123</b>	<b>540,653</b>	<b>1,822,776</b>	<b>1,150,137</b>
<b>EXPENDITURE ON:</b>					
<b>Raising funds</b>					
Generating voluntary income	4	254,251	-	254,251	209,460
<b>Charitable activities</b>					
Grant making	5	384,884	-	384,884	77,943
Other charitable expenditure	5	418,885	808,833	1,227,718	902,346
<b>Total expenditure</b>		<b>1,058,020</b>	<b>808,833</b>	<b>1,866,853</b>	<b>1,189,749</b>
<b>Net income/(expenditure) and movement in funds</b>		<b>224,103</b>	<b>(268,180)</b>	<b>(44,077)</b>	<b>(39,612)</b>
Transfers between funds	13	(291,979)	291,979	-	-
Funds brought forward at 1 September 2019	13	2,161,368	152,663	2,314,031	2,353,643
<b>Funds carried forward at 31 August 2020</b>		<b>2,093,492</b>	<b>176,462</b>	<b>2,269,954</b>	<b>2,314,031</b>

All transactions during the year are derived from continuing activities.  
All recognised gains and losses are included in the statement of financial activities.  
Full comparative figures for the year ended 31 August 2019 are shown in note 21.  
The notes on pages 48 to 59 form part of these financial statements.

### JUSTICE & CARE CONSOLIDATED BALANCE SHEET AS AT 31 AUGUST 2020 Company number: 06990037

	Note	Group 2020	Group 2019	Charity 2020	Charity 2019
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	10	72,773	23,779	62,423	19,456
<b>CURRENT ASSETS</b>					
Debtors	11	257,200	166,838	255,602	165,037
Cash at bank and in hand		2,032,229	2,174,900	2,028,040	2,156,740
<b>TOTAL CURRENT ASSETS</b>		<b>2,289,429</b>	<b>2,341,738</b>	<b>2,283,642</b>	<b>2,321,777</b>
<b>CREDITORS (amount falling due within one year)</b>					
	12	(92,248)	(51,486)	(87,792)	(41,912)
<b>NET CURRENT ASSETS</b>		<b>2,197,181</b>	<b>2,290,252</b>	<b>2,195,850</b>	<b>2,279,865</b>
<b>NET ASSETS</b>		<b>2,269,954</b>	<b>2,314,031</b>	<b>2,258,273</b>	<b>2,299,321</b>
<b>FUNDS OF THE CHARITY</b>					
	13				
Unrestricted funds		2,093,492	2,161,368	2,081,811	2,146,658
Restricted funds		176,462	152,663	176,462	152,663
<b>TOTAL FUNDS</b>		<b>2,269,954</b>	<b>2,314,031</b>	<b>2,258,273</b>	<b>2,299,321</b>

The financial statements consolidate the results of the charity and the overseas branch of Justice and Care Bangladesh operation. A separate statement of financial activities for the charity has not been presented because the charity has taken advantage of the exemption offered by section 408 of the Companies Act 2006. The movement of funds of the parent charity was a deficit of £41,875 (2019: £46,737).

Approved and authorised for issue by the Trustees on 12 March 2021

TRUSTEE

*J.R.Z.*

TRUSTEE

*G.M. Simpson*

The notes on pages 48 to 59 form part of these financial statements.

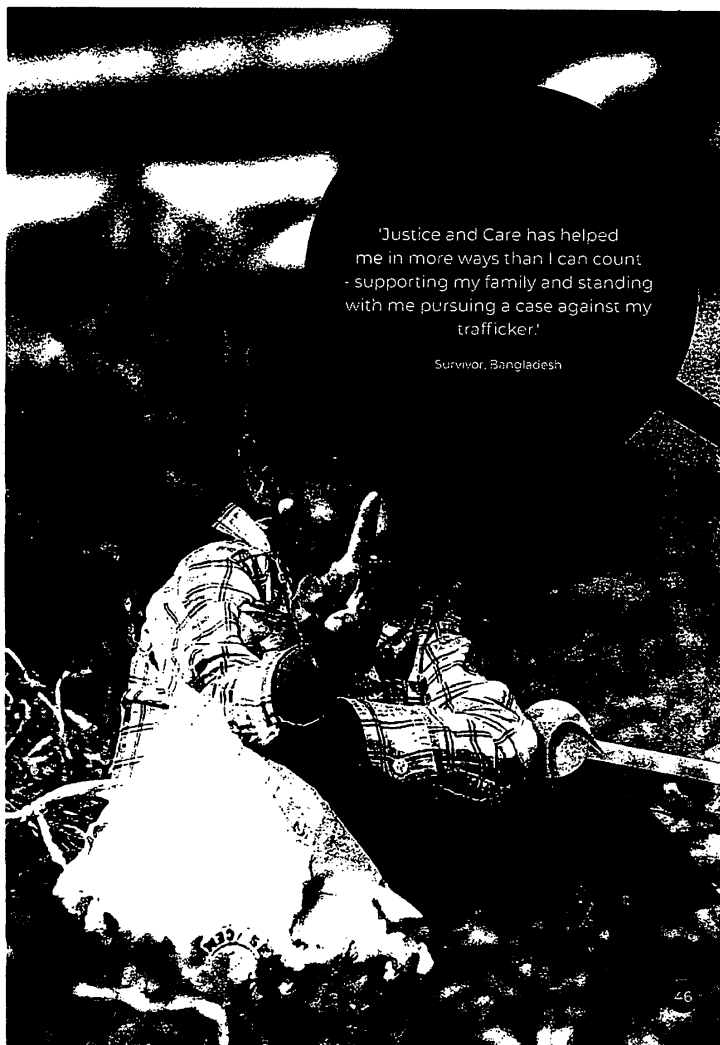


**CONSOLIDATED STATEMENT OF CASH FLOWS  
 FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	2020 £	2019 £
Cash flows from operating activities	a)	(80,601)	(115,830)
Cash flows from investing activities			
Purchase of fixed assets		(62,070)	(5,582)
Cash used in investing activities		(62,070)	(5,582)
Decrease in cash and cash equivalents in the year		(142,671)	(121,412)
Cash and cash equivalents at the beginning of the year		2,174,900	2,296,312
<b>TOTAL CASH AND CASH EQUIVALENTS AT THE END</b>		<b>2,032,229</b>	<b>2,174,900</b>

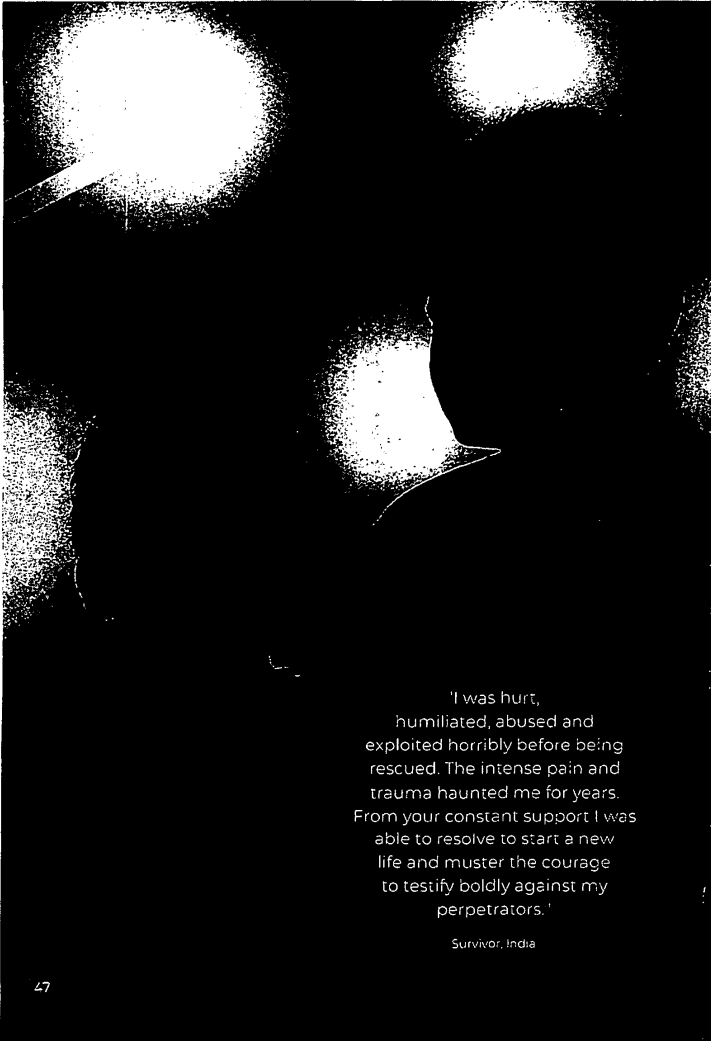
**a). RECONCILIATION OF NET INCOME TO CASH INFLOW FROM OPERATING ACTIVITIES**

	2020 £	2019 £
Net expenditure for the year	(44,077)	(39,612)
Add back depreciation charge	13,076	11,629
Increase in debtors	(90,362)	(56,904)
Increase/(decrease) in creditors	40,762	(30,943)
<b>Net cash used in operating activities</b>	<b>(80,601)</b>	<b>(115,830)</b>



'Justice and Care has helped me in more ways than I can count - supporting my family and standing with me pursuing a case against my trafficker.'

Survivor, Bangladesh



'I was hurt, humiliated, abused and exploited horribly before being rescued. The intense pain and trauma haunted me for years. From your constant support I was able to resolve to start a new life and muster the courage to testify boldly against my perpetrators.'

Survivor, India

## JUSTICE & CARE

Annual Report and Financial Statements 2023

### 1 ACCOUNTING POLICIES

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

#### Statement of compliance

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

#### Going concern

Strong cash reserves, a relatively small but committed donor base and multiyear funding commitments by key institutional funders mean that the Trustees believe that Justice and Care is in a strong position to remain a going concern despite the impact of COVID-19 on income. A history of excellent results, effective partnership and a strong fundraising team add to our confidence. However, we are scaling back growth plans, which had been developed on an expected rise in income. This ensures that our spend remains within our means, whilst remaining committed to doing all we can to grow our fight against slavery.

#### Significant judgments and sources estimation uncertainty

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

#### Income and endowments

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

#### Income

Donations are accounted for on a received basis. Legacies are recognised on a receivable basis, when the conditions of entitlement, probability and measurement are met. Where the probability and/or measurement criteria for legacies and donations are not satisfied as at the

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balance sheet date but subsequent events resolve the uncertainty such that the criteria are met, an adjustment is made to recognise the income.

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

### Expenditure

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

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

Expenditure on raising funds comprises fundraising costs.

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

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

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

### Tangible Fixed Assets and Depreciation

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

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

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

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

### Financial instruments

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

### Cash and cash equivalents

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

### Debtors and creditors

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

### Leases

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

### Funds

General funds comprise the accumulated surplus or deficit from the Statement of Financial Activities which is not restricted nor designated funds. They are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

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

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

### VAT

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

## 2. DONATIONS AND LEGACIES

	2020	2019
	£	£
Individual donations	1,276,802	742,806
Corporate donations	61,935	18,056
Government Grants	12,903	-
Trusts, Foundations and Institutional Funders donations	391,759	262,079
Gift Aid on donations	76,059	55,324
	<u>1,819,458</u>	<u>1,078,265</u>

Individual donations in 2019 includes a one-off bitcoin donation from the Pineapple Fund. Trusts, Foundations and Institutional Funders donations includes funding from the Younger Foundation and Optimus Foundation.

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3. OTHER INCOME	2020	2019
	£	£
Foreign exchange gain	-	54,196

4. COSTS OF GENERATING FUNDS	2020	2019
	£	£
Staff costs	217,664	165,554
Fundraising costs	36,520	40,358
Website and related costs	67	3,548
	254,251	209,460

5. CHARITABLE EXPENDITURE	2020	2019
	£	£
<b>Grants</b>		
Grants	298,709	-
Allocation of support costs (see note 6)	86,175	77,943
	384,884	77,943
<b>Other charitable expenditure</b>		
Staff costs	467,165	373,739
Travel and other costs	472,509	247,795
Allocation of support costs (see note 6)	288,044	280,812
	1,227,718	902,346

The allocation of support costs within grants relates to the grant made to Bangladesh which is eliminated on consolidation.

6. SUPPORT COSTS	2020	2019
	£	£
Staff costs	75,099	99,335
Rent and premises costs	65,169	71,706
Insurance	6,225	6,040
Printing, stationery and telephone	6,855	9,529
IT and equipment	3,742	7,403
Professional fees	67,474	104,017
Depreciation	12,450	11,629
Governance costs (see note 7)	30,308	32,036
Other costs	106,897	17,060
	374,219	358,755

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

7. GOVERNANCE COSTS	2020	2019
	£	£
Legal fees	1,162	4,613
Audit fees	15,840	14,400
Audit underaccrual	5,400	-
Consultancy fees	7,906	13,023
	30,308	32,036

8. NET INCOME	2020	2019
	£	£
Net income is stated after charging:		
Depreciation	13,076	11,629
Auditor's remuneration – audit	15,840	14,400
Audit underaccrual	5,400	-

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### 9. STAFF COSTS AND NUMBERS

	2020	2019
	£	£
Wages and salaries	658,969	569,009
Social security costs	73,525	52,269
Pension contributions	27,434	17,350
	<u>759,928</u>	<u>638,628</u>
	No.	No.
The average number of staff employed by the charity during the year was:		
Direct charitable activities	8.0	5.0
Support	6.0	7.0
	<u>14.0</u>	<u>12.0</u>

Three employees earned over £60,000 per annum (2019 – Three). One employee earned between £60,000-£69,999, another employee earned between £70,000-£79,999 while the other earned between £90,000-£99,999. £11,931 pensions contributions were made for those employees who earned over £60,000 per annum (2019: £7,759).

No Trustees received remuneration during the year (2019 – nil). One Trustee (2019 – Two) received reimbursement of expenses incurred in respect of travel and subsistence incurred in performance of their duties during the year of £186 (2019 - £1,828).

The total employee benefits of the key management personnel were £349,060 (2019: £239,504). The increase represents more staff being classified as key management personnel in the current year.

### 10. FIXED ASSETS

	Group	Charity
	Office & IT Equipment	Office & IT Equipment
	£	£
<b>COST</b>		
At 1 September 2019	57,016	51,377
Additions	62,070	55,416
Disposals	(6,967)	(6,967)
At 31 August 2020	112,119	99,826
<b>DEPRECIATION</b>		
At 1 September 2019	33,237	31,921
Charge for year	13,076	12,449
Disposals	(6,967)	(6,967)
At 31 August 2020	39,346	37,403
<b>NET BOOK VALUE</b>		
At 31 August 2020	<u>72,773</u>	<u>62,423</u>
At 31 August 2019	<u>23,779</u>	<u>19,456</u>



## JUSTICE & CARE

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SUPPORTING VICTIMS OF MODERN SLAVERY  
AND TRAFFICKING

11. DEBTORS: amounts falling due within one year					
	Group		Charity		
	2020	2019	2020	2019	
	£	£	£	£	£
Trade debtors	-	2,994	-	2,994	
Other debtors	13,098	18,872	11,500	17,071	
Prepayments and accrued income	244,102	144,972	244,102	144,972	
	257,200	166,838	255,602	165,037	

12. CREDITORS: amounts falling due within one year					
	Group		Charity		
	2020	2019	2020	2019	
	£	£	£	£	£
Trade creditors	18,503	13,099	16,440	12,060	
Accruals	41,898	23,832	41,898	23,832	
Taxation and social security	25,815	-	25,815	-	
Other creditors	6,032	14,555	3,639	6,020	
	92,248	51,486	87,792	41,912	



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13. GROUP FUNDS					
	At 1 September 2019	Income	Expenditure	Transfer	At 31 August 2020
	£	£	£	£	£
<b>Unrestricted Funds</b>					
General	911,368	1,282,123	(958,020)	14,529	1,250,000
Designated	1,250,000	-	(100,000)	(306,508)	843,492
<b>Restricted Funds</b>					
Asia Specific Funding	114,120	243,388	(262,662)	-	94,846
European specific funding	-	190,216	(412,486)	230,324	8,054
Expert Network	38,543	73,549	(38,530)	-	73,562
Systemic change	-	33,500	(95,155)	61,655	-
<b>Total funds</b>	<b>2,314,031</b>	<b>1,822,776</b>	<b>(1,866,853)</b>	<b>-</b>	<b>2,269,954</b>

### Transfers between funds

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

**Designated funding:** These designated funds were part of the original large gift given towards our work in Asia, these have been specifically purpose by the trustees for advancing our overseas work in line with the original purpose of the gift and with the expansion priorities of our global strategy. We expect these designated funds to be fully expended over the next two to three years on extending our frontline work in Asia, our innovative joint operations with key global partner NGOs, and our policy and advocacy work to embed systemic-level change at government and law enforcement level. They also further buffer a season of external economic uncertainty in the UK and to help launch the next phase of our international strategy.

**Asia specific funding:** From Feb 2019-Feb 2020 we received restricted funding towards a project in Bangladesh focussed on prevention, repatriation and aftercare (spanning the start of this FY). In Feb 2020 this grant transitioned with the donor's agreement to a focus solely on prevention and prosecution (to run until Feb 2022), while a new grant was secured for repatriation and aftercare in Bangladesh from the Global Fund to End Modern Slavery. This new grant was initially to run from Jan 2020 - July 2021 under a portfolio funded by the UK Department for International Development; however this was recontracted under GFEMS to be funded under their NORAD (the Norwegian Government's International Development Agency) portfolio

from July 2020-Dec 2021. The purpose of the grant remained unchanged.

**European specific funding:** Various donations were received restricted to our operations in Europe. These operations consisted of our pioneering 'Victim Navigator' project in partnership with UK police forces to provide specialist support to victims of modern slavery. Justice and Care Victim Navigators help victims to understand their rights and choices, access services they are entitled to and engage with the police in bringing their exploiters to justice.

**Expert Network:** Restricted grants were secured towards our 'Expert Network' project, which is establishing a national network of experts who can provide specialist advice to investigations and appear as expert witnesses in court in order to increase the rate of modern slavery prosecutions and convictions in the UK. As part of the project, senior police investigators, specialist prosecutors from the Crown Prosecution Service and other key stakeholders were convened for sophisticated live simulation training to enhance their ability to cooperate and implement best practice in the investigation and prosecution of complex modern slavery cases.

**Systemic Change:** Restricted donations were secured towards our Systemic Change with the Centre for Social Justice that focuses specifically on the issue of human trafficking. This unit "harnesses operational expertise and in-depth research to generate smart policy recommendations, practical influence and a way forward for the UK's anti-slavery strategy."

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### 13. GROUP FUNDS (2019)

	At 1 September 2018	Income	Expenditure	Transfer	At 31 August 2019
	£	£	£	£	£
<b>Unrestricted Funds</b>					
General	1,024,794	755,030	(751,890)	(116,566)	911,368
Designated	1,250,000	-	-	-	1,250,000
<b>Restricted Funds</b>					
Asia specific funding	65,404	204,765	(156,049)	-	114,120
European specific funding	13,445	106,842	(236,853)	(116,566)	-
Expert network	-	50,000	(11,457)	-	38,543
Systematic Change	-	33,500	(33,500)	-	-
<b>Total funds</b>	<b>2,353,643</b>	<b>1,150,137</b>	<b>(1,189,749)</b>	<b>-</b>	<b>2,314,031</b>

### 14. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Restricted Funds	Unrestricted Funds	Total Funds
	£	£	£
<b>Fund balances at 31 August 2020 are represented by:</b>			
Tangible fixed assets	-	72,773	72,773
Current assets	176,462	2,112,967	2,289,429
Current liabilities	-	(92,248)	(92,248)
	<b>176,462</b>	<b>2,093,492</b>	<b>2,269,954</b>

### ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS (2019)

	Restricted Funds	Unrestricted Funds	Total Funds
	£	£	£
<b>Fund balances at 31 August 2019 are represented by:</b>			
Tangible fixed assets	-	23,779	23,779
Current assets	152,663	2,189,075	2,341,738
Current liabilities	-	(51,486)	(51,486)
	<b>152,663</b>	<b>2,161,368</b>	<b>2,314,031</b>

### 15. RELATED PARTIES

Two Trustees made direct donations totalling £4,807 (2019 - Two Trustees made donations totalling £3,605).

### 16. TAXATION

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

### 17. OPERATING LEASE COMMITMENTS

Group	Equipment 2020 £	2019 £
<b>Leases which expire:</b>		
Within one year	-	17,640
<b>Charity</b>		
<b>Leases which expire:</b>		
Within one year	-	17,640

Lease payments recognised as an expense in the Statement of Financial Activities during the year totalled £55k (2019: £53k).

### 18. JUSTICE AND CARE (BANGLADESH)

Justice and Care UK has an 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 and Care UK. Income for the year was £214,105 (2019: £156,049) and expenditure was £217,135 (2019: £148,924), resulting in a deficit of £3,030 (2019: deficit of £7,125).

## JUSTICE & CARE

### FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2019

#### 20. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2019)

	Note	General Fund £	Restricted Fund £	Total Funds 2019 £
<b>INCOME FROM:</b>				
<i>Donations and legacies:</i>				
Individual and corporate donations	2	683,158	395,107	1,078,265
<i>Charitable activities</i>				
Fundraising events		17,676	-	17,676
Other	3	54,196	-	54,196
<b>Total income</b>		<b>755,030</b>	<b>395,107</b>	<b>1,150,137</b>
<b>EXPENDITURE ON:</b>				
<i>Raising funds</i>				
Generating voluntary income	4	209,460	-	209,460
<i>Charitable activities</i>				
Grant making	5	77,943	-	77,943
Other charitable expenditure	5	464,487	437,859	902,346
<b>Total expenditure</b>		<b>751,890</b>	<b>437,859</b>	<b>1,189,749</b>
<b>Net income/(expenditure) and movement in funds</b>				
		3,140	(42,752)	(39,612)
Transfers between funds	13	(116,566)	116,566	-
Funds brought forward at 1 September 2018	13	2,274,794	78,849	2,353,643
<b>Funds carried forward at 31 August 2019</b>		<b>2,161,368</b>	<b>152,663</b>	<b>2,314,031</b>





