



JUSTICE & CARE

(Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2019

Company number 06990037

Charity number 1133829 (England and Wales)

Charity number SC042389 (Scotland)



CONTENTS

Page

Reference and Administrative Details	1
Chairman's Report	4
Trustees' Report	7
Independent Auditor's Report	35
Statement of Financial Activities	39
Balance Sheet	40
Statement of Cash Flows	41
Notes to the Financial Statements	44

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

James R Thomas
Lauren D Bethell (Resigned 05/04/2019)
Jonathan Pugh-Smith
Jon Simpson

Key management

Chief Executive Officer
Compliance Officer
Global Director for Fundraising and
Communications

Christian Guy
Filipe Pereira (Resigned 08/2019)
Jamie Fyleman

Registered Office

10 Queen Street Place
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EC4R 1AG

Independent Auditors

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Solicitors

Wellers Law Group PLC

Bankers

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Edinburgh
EH2 1EL

Company Number

06990037

Charity Numbers

1133829 (England and Wales)
SC04239 (Scotland)

'Justice and Care's Victim Navigator programme has every chance to shape the national police response to modern slavery. It is a unique attempt to create partnership between senior police investigators and a specialist NGO.'

Jenny Bristow, Detective Chief Inspector
- Head of Operations & Development,
Modern Slavery Police Transformation
Unit

From September 2018 to August 2019...

Key achievements:



RESCUED
27 Victims



SURVIVORS SUPPORTED
372 Survivors intensively supported to rebuild their lives



ARRESTED
15 Suspected traffickers



JAIL
8 Prosecutions supported



AWARENESS TRAINING
1,860 vulnerable families and individuals trained in trafficking awareness and safe migration



VIGILANCE
1,136 Frontline professionals trained in victim identification and care



Other key achievements:

- Pioneering project launched embedding our specialists in Senior UK policing teams - providing strategic advice to investigators, managing victim care and supporting victims to engage with the police
- Review of the Modern Slavery Act, conducted on behalf of the UK Prime Minister - with 13 recommendations accepted or further considered by the Government
- New process pioneered with the UK Border Force to identify victims on arrival at the Port of Dover and refer them straight to our care
- The kingpin and senior members of a major international child trafficking network in Asia arrested due to the help of our Bangladesh team
- 48 victims safely repatriated from India to Bangladesh through liaison with 26 Indian partner organisations

Note on impact

This year our impact figures look smaller than previous years. An inability to send funds to our partner in India, due to Indian Government action as reported on page 19, has led to both spending less and reduced activity. Whilst the achievements of our colleagues in India have still been significant, we have chosen not to include them in the above figures. We want our reporting to be crystal clear - only claiming for achievements we have directly funded.

'When I was first rescued, the stigma I suffered made me want to commit suicide. But thanks to the support of Justice and Care - health, counselling, helping to set up my business - I am now having the best time of my life.'

Survivor, Bangladesh



Chairman's introduction

2020 marks our tenth anniversary as a charity. As a result of our work almost five thousand people have been rescued from slavery, criminal networks have been brought to justice, and laws changed.

Salma's story, which you can read about on page 15, is not untypical. As a young teenager she was trafficked from Bangladesh to a brothel in Mumbai. Our teams helped police to track her down and rescue her.

New protocols we helped develop, allowing victims of trafficking to give video evidence in court, meant she was able to quickly return back to Bangladesh. Our teams there were able to track down her parents, ensure a safe return home and we have since helped her develop a successful business. Her traffickers are being brought to justice.

Over the last 10 years we have played a similar role in thousands of survivors' lives. More than 1,100 of those responsible have been arrested and we have achieved systemic change that many believed was impossible. Governments, police forces and other arms of the state are operating more effectively as a result of our work.

Over the next decade we want to increase our impact and our reach. We want to help bring many more sons and daughters home and see governments gear up to fight this scourge in an even more serious way. We want it to be a decade of real breakthrough. As many of you know, in 2019 we established a new strategic plan to do so.

The vision is three-fold. First, to continue to develop our own frontline work. Second, to help develop a small network of partners to undertake joint operations around the world. Third, to create a systemic change unit to help take all of our learnings to spark systemic change.

JUSTICE & CARE

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

I am pleased to see that we are already in “execution mode”. We report our progress in each of these areas in this annual report and as we do so, we are excited to look to the future and achieve more of the so called “impossible”.

At the time of finalising the annual report, we know that the world outbreak of the coronavirus will make the forthcoming years more difficult and may well change the way traffickers work. At Justice and Care we remain relentless in our mission to bring freedom to those enslaved, and justice to those responsible. We will work shoulder to shoulder with partners, governments, donors and others to keep the world focussed on this most evil of crimes.

As ever I remain incredibly grateful for the support of my fellow Board members, team, all those we get to work with and critically, all who give generously to make the work possible. Together we remain committed to breaking the grip of slavery.



James Thomas
Founder and Chairman



'If Justice and Care hadn't stood with me, I wouldn't have got this far.'

Survivor, Bangladesh

TRUSTEES REPORT

The Trustees, who are also the Directors, present their report together with the financial statements for the year ended 31 August 2019.

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 Netherlands, The United States of America and Asia.

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.

We continued to strengthen the staff team during the year, including recruiting a new Finance Director and also an advocacy lead.

The work of Justice and Care is overseen by the Trustees, who manage 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 KPIs. The day to day execution of the charity is the responsibility of the Executive. The Board are always 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 review detailed 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.

'I don't need the counsellor so often anymore – I feel happy again. I don't know what to say. To have you I'm just so lucky. You make me so happy!'

Survivor, UK



'You are the first person for a long time that helps me believe something can be changed. All people before have lied to me so it is difficult for me to trust. I hope to have a friend like you some day.'

Survivor, UK

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. Whilst we are proud of the impact we have been able to make, we have been asking how can we do more to fight the vile trade and win the battle against those responsible.

Over the last year our answer has been to develop a strategy that exponentially increases our impact and reach.

Having rescued thousands, helped dismantle some of the criminal networks responsible and sparked systemic change in some of the hardest environments imaginable, we want to take all of our lessons and experience and apply them to new contexts through partnerships with local organisations. This will help us increase our impact and reach over the next decade.

Spreading all we have learned, we will:

- Strengthen and expand our direct work
- Lead joint operations with key NGOs, convening a new Justice and Care global Network
- Operate an International Systemic Change Unit

The three-part strategy maintains our focus on developing outstanding frontline work, partnering with others and driving systemic change.

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 our own frontline work will remain our principal focus. It will see us working with police to rescue victims, convict 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 front-line organisations, joining forces to fight slavery and leveraging our knowledge and experience to achieve change at scale.

We will undertake joint operations with partners to fight trafficking, prove and demonstrate best practice, share expertise and spark systemic change.

The network will see us investing and partnering with an alliance of outstanding 'national champions' in countries of strategic importance in the fight against slavery to spread our expertise and learn from others.

Systemic impact

Our anti-slavery operations are helping to set standards in various countries, shoulder-to-shoulder with front line agencies. We also have specialism in translating this case work into deep systemic change, so governments can fight this crime at scale. So a new Justice and Care Systemic Change Unit, focussing initially on the UK, will be set up. It will focus on disseminating best practice and equipping governments to act effectively - taking our frontline work and joint operations to a new scale of impact.

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

We are grateful for all those who have helped us shape our strategy for the future - we have gathered former ambassadors, leaders of leading charities, experts on slavery, academics, development experts and many others to help ensure we have developed the right plans.

During the year, however, we have not only developed the strategy - but made strides forward in outworking it. Here is some of our progress.

ACHIEVEMENTS

Direct work

In the UK we have set up a unique partnership with the Police, our Victim Navigator programme. During the year it was operational in three police forces - Surrey, Kent and Essex.

The project sees Justice and Care workers embedded in the heart of police forces, directly supporting victims of trafficking - helping them to both navigate the criminal justice system and also rebuild their lives.

In addition the Navigators provide specialist trafficking knowledge into cases and help train officers on the issue. The programme fills a vital gap in victim care, which is critical in helping to ensure investigations are successful, particularly given the very complex nature of the crime.

Our staff remain independent from the police, but have unparalleled insight into cases.

During the year our Victim Navigators triaged 245 modern slavery cases. They were able to provide tactical advice to 53 cases involving over 60 potential victims - including shaping investigations, reopening filed cases by connecting new evidence and advising on strategy.

15 victims engaged with a full support plan from the Victim Navigators - a package of care and assistance tailored to their specific needs and aspirations. 73% were supported to access services relevant to their needs and 100% of those assessed made progress in at least one wellbeing metric such as mental or emotional health.

Importantly, the Victim Navigators are helping build victims' trust and confidence and encouraging them to engage with police. 80% of support plan cases decided to engage with the police investigations, most of them having previously refused to do so. This led to new intelligence and evidence being obtained by police and the identification of more victims and perpetrators. This demonstrates the value of the model in not only caring for victims but in laying the foundation for the prosecution of traffickers and disruption of trafficking operations.

The training of police officers on the issue of human trafficking undertaken by our Navigators has also paid dividends. During the year we were able to train 464 workers, with 98% of those trained reporting significantly improved knowledge of how to identify victims as a result. One such training event, of a Road Policing Unit in Surrey, paid almost instant dividends. A few days later some of those who had been trained stopped a van for a minor traffic related offence - they discovered four female victims of trafficking in the back. They were able to identify the indicators of human trafficking, rescue the women and arrest the two suspected traffickers.

'The initial stop was for minor traffic related offences however on further investigation the officers found Eastern European females that were being transported to locations for prostitution purposes. The officers by their own admission would not have looked at this had it not been for the input they were given by Justice and Care.' Stephen Craig, Road Policing Unit, Surrey Police



Bangladesh

In the last 12 months our work in Bangladesh has continued to be strengthened. The country is highly vulnerable to people trafficking. It is estimated that there are some 600,000 victims and each year 50,000 women and girls are trafficked across the porous border with India.

Our work in Bangladesh has spanned prevention work, targeting the most vulnerable families and individuals; repatriation work; the training of frontline professionals, such as the police and border forces; intensive aftercare to help victims rebuild their lives; and systemic change. We have also laid the foundations of a pioneering legal project to see traffickers brought to justice.

This end to end approach is paying dividends. We have become a leading agency on anti-trafficking work in the country, partnering among others with UNICEF to deliver programmes and working closely with the government to help shape systemic change. This has included ensuring the outworking of the National Plan of Action to Combat Human Trafficking, which we helped design, and pushing forward bilateral standard operating procedures for the safe and timely repatriation of trafficking victims across the India-Bangladesh border.

Prevention work

This year we have continued to work in a number of communities in the Khulna District of Bangladesh, which neighbours India.

Poverty, high levels of unemployment and food insecurity lead to many being lured to or through India with the promise of a better life. The area is one of the most susceptible to trafficking in Bangladesh.

Our prevention work includes sensitizing those living in isolated border villages on the issue of trafficking and in particular the criminal penalties for harbouring victims during transit. We were able to bring together the Border Guards Bangladesh, community leaders, police and local government representations to conduct meetings attended by 550 community members, ensuring communities were equipped and motivated to report and not abet traffickers.

We have also undertaken work in garment factories in Bangladesh, particularly focussing on those in the capital of Dhaka. Low paid low skilled female workers are again particularly susceptible to traffickers. Our work in factories highlights the risks of being trafficked, employment rights and safe migration and importantly the lack of any legal mechanism for Bangladeshi women to work in factories in India - meaning that any such job offer must be illegitimate. This year the team have trained 1,310 vulnerable factory workers in trafficking awareness. The training is making a difference - in pre-training surveys, 61% of participants had no idea about whether or not they can legally work in India while 39% believed that they can. After the session 93% correctly responded saying that there is no legal provision for Bangladeshi factory workers to work in India and that any offer to do so must be illegitimate.

Repatriating victims and aftercare

Hundreds of thousands of victims of trafficking from Bangladesh remain in India. Many are still enslaved, but even those who are rescued can end up spending years in institutional government run homes whilst they wait for their cases to come to court. Victim care is limited and coordination between key service providers is often missing. Few are given justice or the opportunity to rebuild their lives. The risk of re-trafficking is great.

Our systemic change work across both borders helped lead to the ability of victims to return home and provide evidence in their cases remotely. During 2018/19, we were responsible for one in three repatriations of trafficking victims to Bangladesh - helping to bring home 48 sons and daughters, some of whom our partner in India helped rescue in the first place.

The repatriation process begins with us receiving a referral from either a shelter home or the police in India. Currently we have 26 different agencies based in India who refer victims to us - including government and non-governmental organisations. We aim to repatriate the majority of those referred to us within 12 months.

Initially the victims are brought to a shelter home in Bangladesh, where they will stay for a week. They are provided with essential psychosocial care, medical attention and life skills training. We carry out a home assessment, to ascertain whether it is safe for them to return or alternative accommodation needs to be found.

Once they leave the shelter home we provide ongoing care through the support of a dedicated worker. This is geared around the individual needs such as returning to education, starting up a small business and for all counselling. The support continues for as long as the survivor needs it. During the year, 357 in total were provided with care according to their needs - with 118 victims with high needs receiving intensive support. Care provided included 65 victims receiving psychosocial counselling, 50 receiving life skills training, 11 child victims supported through their schooling, 36 receiving capital and training to undertake their own income generation activities (small businesses) and more.

Salma's story

Salma dreamt of becoming a nurse. One day on the way to college she was abducted, taken from her home town in Bangladesh across the border to India.

She was sold to a brothel, raped day in and day out. She was beaten and abused. *'I used to cry a lot. I was so scared as to what would happen to my life.'*

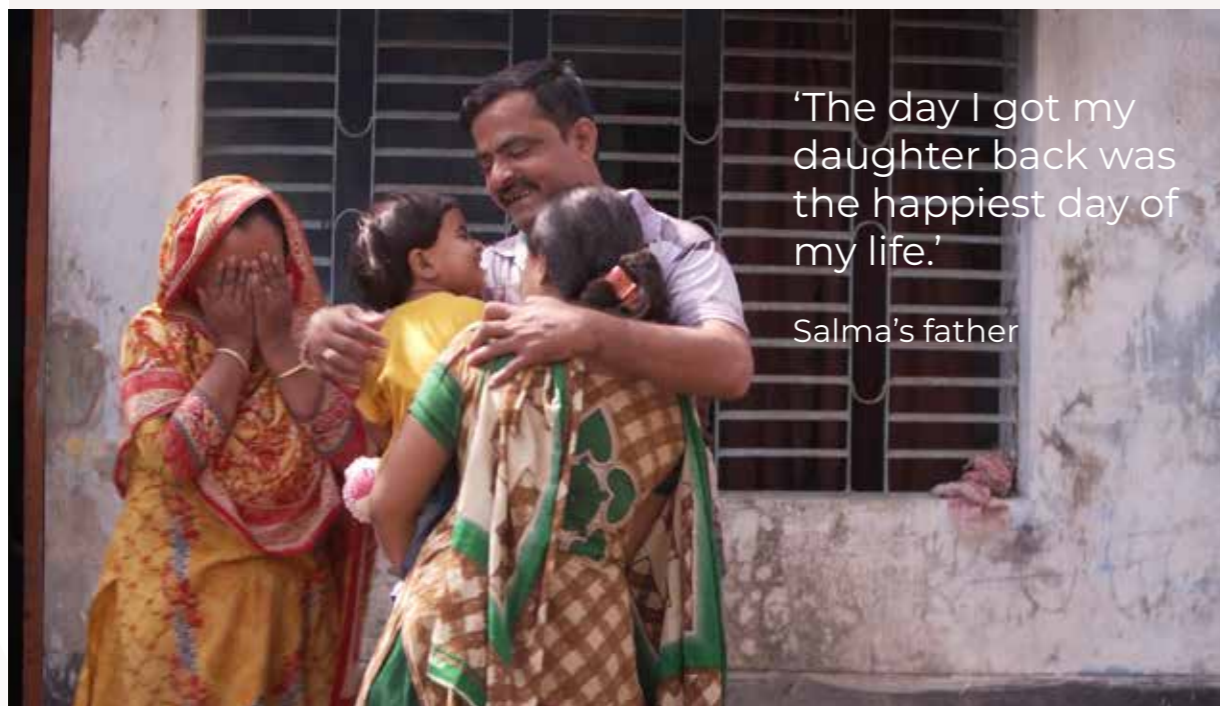
'I was physically and mentally tortured. They told me they would kill me if I did not do what they said.' Salma

Our teams were able to locate Salma and work with police to rescue her in India. Our Bangladesh Country Director, Tariqul Islam, remembers getting a call saying that she was now safe.

'I was sent one photograph of Salma and I went to her parents to ensure they could identify her. When they did we were able to arrange to bring her home. Every year we're helping hundreds of children like Salma. One in three repatriations of victims to Bangladesh, like Salma, are undertaken by Justice and Care.'

Whilst away, Salma gave birth to her young daughter - Tariqul says he will never forget bringing them both home. 'Salma's parents were overjoyed. So was she. To reunite families, to bring sons and daughters home, is an incredible privilege.'

Today we continue to support Salma to rebuild her life - providing counselling, medical care and support to establish her own tailoring business.. She is now doing really well and has everything she needs to help provide for her and her daughter.



'The day I got my daughter back was the happiest day of my life.'

Salma's father

Training frontline workers

Once taken across the border, it is difficult to intervene to rescue a victim of trafficking - that is why we have spent a significant amount of our time to forge a relationship with the Bangladesh Border Guards, helping to raise their awareness of the issue and helping to identify victims and perpetrators.

During the year we were able to deliver training to 360 border guards resulting in 23 victims being identified and intercepted at the point of being trafficked across the border.

'The work Justice and Care is doing is fantastic. Its repatriation of victims is really impacting on the prosecution of cross border trafficking cases. It is the friend of victims, the police and other agencies.' Sonali Sen, Bangladesh Police

Bringing it all together

An example of Justice and Care's work coming together in Bangladesh took place in August with the rescue of a victim and the arrest of a cross border criminal network.

A child sex trafficking ring, working across a number of countries in South Asia, has been broken up thanks to the work of Justice and Care.

Our involvement in the case began following the disappearance of a 14 year old Bangladeshi girl in May. Despite going to the police a number of times, they were not taking action - until Justice and Care got involved.

Her parents got in touch with our team in Jashore, asking for help. We helped them lodge a missing person report and supported the police as they tracked down the traffickers involved in the girl's disappearance in Bangladesh. The girl had been lured over Facebook.

Our work with the police led to three traffickers being arrested in Bangladesh. It also led to evidence emerging about the wider trafficking network, based in Hyderabad, and the whereabouts of the young teenager. We were also able to successfully argue in court that they shouldn't be released on bail.

Justice and Care were able to mobilise partner organisations in India, leading to both the rescue of the girl and other victims and the arrest of four further suspects in the major child trafficking ring, including three Bangladeshi men. This included, that afternoon, the suspected kingpin of the network being tracked down after going on the run. We have provided ongoing support to the young teenager, helping her rebuild her life.



'Justice and Care
saved the life of my
daughter. I would never have
had my daughter back, had it not
been for your work.'

Mother of Survivor, Bangladesh

India

In the summer of 2018, our Indian based partners WMS, who operated under the name Justice and Care India, were dealt a blow. As part of a wider Indian Government review of thousands of Indian charities receiving foreign funds, money that had been sent by Justice and Care UK was frozen in bank accounts without merit or warning, and WMS was temporarily prevented from receiving any further funding. Widespread media reports suggest 20,000 of 30,000 charities in India were also affected.

The impact was significant. Offices were closed and staff were laid off, as a result of WMS not having sufficient funds - without global support - to undertake their work. They also needed to deal with the Government team taking the action.

By the summer of 2019, WMS had been cleared to continue its work, bank accounts were unfrozen and the FCRA license, allowing it to receive overseas funding, was reinstated.

We have been so proud to watch on and see how the team responded. Many of the staff worked without pay. All critical casework, including aftercare and legal support of survivors, continued. The team were supported by a network of other charities in India.

Although WMS comes out of the year inevitably smaller, the impact of its work is still clear. The legal work led to 10 human traffickers being convicted, 18 victims being brought to freedom and 193 survivors were still given crucial aftercare support. Work also progressed to bring about systemic change.

We are continuing to discuss with WMS how we continue to work together - in the meantime we have agreed how the funds previously sent by Justice and Care and frozen for a time by the Indian Government can be deployed to continue the work and build for the future.

"In Patna we received a call from a member of the Youth Group we had established and trained in Kewali village in Nalanda, to say four children were getting trafficked. The youth group member was asked to immediately inform the local police station, which he did. Police took prompt action and rescued all four children. They were on the way to be sold in a bangle factory. This was possible because of us facilitating the youth group in the village to function as a vigilance group." - WMS Prevention Team

Romania

Our work in the UK has demonstrated time and time again how some of the most marginalised people in Eastern Europe are targeted by traffickers to travel to the UK with the promise of employment.

Once here, many are forced to work in brothels, hand car washes, on construction sites and in other locations. If they are freed, many are wary of cooperating with the police and return home with little or no support or hope for the future. The criminal networks responsible evade justice as a result.

Romania is one of the countries targeted. It ranks among the top five most common countries of origin for trafficking into the UK. We know to be effective in the fight against slavery, we have to work in source and destination countries and offer repatriation services that lead to long term care for survivors.

We have spent significant time during the year scoping out how Justice and Care might be most effective working in Romania - helping victims trafficked to the country return home, accessing the services they need and assisting police to bring those responsible to account. We have also looked at how we might be able to support work to protect the most vulnerable individuals and communities from trafficking.

Among other things we were able to bring together a group of charities, government agencies and others to map the gaps in services and opportunities for change. It has led to the development of a country strategy, which we will begin to outwork in 2019/20.

'A very informative, professional and inspiring workshop, bringing together experts in human trafficking who would otherwise not have the luxury to take a day to interact with each other. It provided a great space for frank dialogue, in which participants discussed the immense challenges they were facing. The biggest takeaway was the collective understanding that even for what feels like issues for the too-difficult-tray there are punctual solutions and a concrete list of next steps and actions which are achievable.' British Embassy, Romania

Joint Operations

To grow a network, we knew what we were looking for - outstanding frontline organisations making an impact on slavery in a country that was strategically important in the fight against human trafficking; and ones where joining forces would allow us to learn and strengthen one another.

We set a high bar and the infrastructure to maintain it - including the development of a three part process and an Investment Committee to scope, agree and monitor partner engagement.

The Investment Committee we have set up brings together brilliant expertise. It includes a lawyer with experience of fighting slavery in Asia, private equity and business experts and the Chief Investment Officer at the Commonwealth Development Fund, the UK's development finance institution.

Research, recommendations and a scoping trip led us to LIFT International - a charity focussing on fighting the criminal networks responsible for trafficking in Thailand.

We were delighted during 2018/19 to get to know LIFT, develop a planned investment and at the end of the year agree the terms of a formal partnership where we will invest expertise, capacity building support and a £250,000 grant for specific projects into LIFT International's work during 2019/20.

The investment will, among other things, allow LIFT to develop their investigation and aftercare work and also explore expansion into South Thailand.



Spotlight on LIFT International

LIFT International's work is based in Thailand. The organisation focuses on working with police to uncover those responsible for slavery and sexual exploitation, bringing them to justice and in turn strengthening the criminal justice system.

Like us, LIFT International knows that slavery is driven by organised crime and it is critical to undermine the ability of those responsible who make millions of pounds of profit through the sale and abuse of victims.

The organisation is run by a mixture of local staff and a small number of expats, including ex police officers from New Zealand, where the organisation was formed. Together they form an elite team supporting police investigations, prosecutions and providing survivor care.

Since its inception around eight years ago, 433 survivors have been supported, £27 million criminal assets seized, 250 offenders have been arrested and 125 people brought to justice.

Operation Blackwrist highlights the impact the organisation has been able to achieve. The team at LIFT were contacted by local police to help in an investigation into sex trafficking and online sexual exploitation.

A Thai man was responsible for trafficking children, filming their abuse and then distributing the footage across the globe. He was making thousands of dollars a week - with more than 600 people in 60 countries buying the footage. LIFT International helped police identify victims, collect evidence and provided support to the children and their families.

As a result, the main offender was sentenced to 70 years in prison. Each of the nine victims identified, more than half of whom were represented in court by LIFT lawyers, received \$15,000 in compensation.

The website and its administrators sparked a series of investigations around the world, leading to further arrests in Thailand, Australia and the United States.

The General Secretary of Interpol, which coordinated the investigation, Secretary General Jürgen Stock, welcomed the successful prosecutions and applauded the massive international effort required.

'Operation Blackwrist sends a clear message to those abusing children, producing child sexual exploitation material and sharing the images online: We see you, and you will be brought to justice.'

We look forward to working with LIFT International and others like them as the network is extended.

'It has been exciting to find a global partner with a similar strategy, values and desire to significantly change the issue of trafficking. Justice and Care bring a wealth of experience and a strong commitment to both caring for survivors and also ensuring that the criminals responsible for these crimes are stopped. Together we will be stronger.'

Justin Boswell, LIFT International

Systemic impact

Justice and Care has a long record of working with governments to spark systemic change - including the introduction of child friendly courts in India and the ability of victims of slavery in Bangladesh to return home and give evidence against their traffickers through video evidence remotely.

This focus on driving systemic change remained during the year and so we were delighted when our CEO, Christian Guy, was asked to help lead part of a review of the UK's Modern Slavery Act commissioned by the then Prime Minister, Theresa May.

The Modern Slavery Act was introduced in 2015, making provisions for the role of the Anti-Slavery Commissioner, clarifying modern slavery offences and including a requirement for businesses to disclose action they are taking to eliminate slavery from their supply chains. Before joining Justice and Care, Christian was heavily involved in making the Act become a reality.

In 2018 the Government commissioned Rt Hon Frank Field MP, Rt Hon Maria Miller MP and Baroness Elizabeth Butler-Sloss to hold an Independent Review of the Modern Slavery Act, to strengthen and enhance the legislation as the crime of modern slavery and human trafficking is uncovered and better understood. Christian was appointed the International Expert Adviser for the Review - his findings and recommendations along with others were published in May 2019.

In total, 13 of the recommendations Christian and the team that worked with him at Justice and Care made were either accepted or are being further considered by the Government.

These include the creation of a dedicated envoy on modern slavery. This vital role will provide increased accountability within the UK Government and ensure close post-Brexit cooperation in the fight against organised crime. Also recommended by Justice and Care is a fresh domestic focus for the Anti-Slavery Commissioner and renewed accountability and action within the UK.

Crucial to the global fight is a step-change in the way businesses engage with slavery in their supply chains. As a result of these recommendations, the UK Government will introduce an online registry of the anti-slavery activity of top businesses. This will ensure greater transparency and accountability as businesses disclose how they engage with their supply chains.

'Fighting slavery and human trafficking have rightly been political priorities in recent years, but it is down to the new Prime Minister and all of us to ensure they remain so. We now have the opportunity to build on these reforms and launch an all-out assault on this horrific crime. We must continue to work to make sure that the UK is both a hostile place for those who wish to perpetrate these appalling crimes and a place of recovery and rehabilitation for victims. This is just the beginning.'

Christian Guy, CEO, Justice and Care


To maintain political focus in the UK on the issue of slavery, this year we have agreed a partnership with the Centre for Social Justice (the CSJ) to develop a joint unit focussed on the issue. The CSJ will bring its political relationships and knowhow to the table - alongside Justice

and Care's frontline experience and expertise. Together we hope the jointly funded unit will be able to increase and maintain political willingness to act on human trafficking in the UK and for the Government to be seen as world leaders on the issue of fighting slavery.

Elsewhere, our Victim Navigator work has led to changes in force-wide police practice including creating a new screening tool to support Surrey Police responding officers with identifying potential victims of MSHT and using trauma-sensitive interview techniques - this will soon be on every officer's handheld device and is thought to be the first resource of its kind in the country. Importantly, we have also been able to pioneer a new system with the UK Border Force to utilise anti-terrorism screening processes to also help quickly identify and refer modern slavery victims at the point of border crossing. Being trialled initially at the Port of Dover, this simple adaptation to an existing system is already allowing the identification of potential trafficking victims and detention of suspected traffickers before they enter the UK.

In Bangladesh meanwhile we have been able to agree a new direct partnership with the Government's Ministry of Home Affairs to appoint a retired judge to review and expedite cases - helping to ensure that more cases of human trafficking result in conviction. The country currently has a large backlog of cases in the system and it is hoped this project will develop a pathway leading to faster and better handling of cases and many more successful prosecutions.

Our Bangladesh Country Director has also helped the country improve their response to slavery by pushing forward the development of bilateral standard operating procedures between India and Bangladesh for the timely and safe repatriation of human trafficking victims, by supporting District-level Counter-Trafficking Committees, training Community Based Child Protection Committees and continuing to serve on the committee responsible for outworking the country's National Plan of Action to Combat Trafficking in Persons.



Justice and Care's importance is to fully understand that we have a moral duty to help victims now, but also to eliminate the cause of this injustice. This organisation has that critical gift of balancing both priorities.'

Frank Field, MP for Birkenhead
1979 to 2019

A decade of impact

During the last 10 years, we are proud of the impact that Justice and Care has been able to make. Here are the latest combined figures, including those from India in this financial year.



LIVES RESCUED
4,903



SURVIVORS SUPPORTED
4,015



ARRESTED
1,217



PROSECUTED
1,218



CONVICTED
136



**VULNERABLE PEOPLE RECEIVING
AWARENESS EDUCATION**
174,647



**FRONT-LINE PROFESSIONALS
TRAINED**
49,769

'Thank you for your support - I am ready to tell everything now.'

Survivor, UK

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 Trustees at every Board meeting, and separately considered on a monthly basis by 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, at time of writing we are in the early days of being impacted by the virus. It is affecting our frontline work, our fundraising and the lives of our staff
- 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 risks 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

Various measures have been adopted as we respond to the crisis. Government advice is being followed, staff are working remotely where possible, support of survivors is being done much more remotely and all donors are being kept abreast of the situation and we are looking at alternative ways of fundraising. Recruitment has also been frozen, to provide time to better understand the impact of the crisis on our finances. The issue is being looked at in detail in our Board meetings, each of the relevant Board committees and by our Executive team on a daily basis.

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 robust and regularly reviewed policies and procedures on whistleblowing and data protection. All frontline staff are pre-screened and trained regularly on all aspects of Safeguarding, and compliance is formally reviewed as part of performance management.

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. During the year we began a review of safety and have agreed to employ in 2019/20 a Security and Risk Manager - who has a background in policing, private security and the anti-trafficking sector - 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 front line 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 and businesses. During the year we also attended a festival to promote our work.

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.

Beyond our staff costs, fundraising spend this year included investing in a new online fundraising app called 'Fundraise for Freedom,' providing a platform for community fundraising which has proved highly successful and will be further developed in the next year. Among other things we also invested in new films, fundraising collateral such as a new vision document to outline our strategy and in processes to improve our donor experience. All of these were developed in such a way as to be useful going forward on a multi-year basis.

A key area of fundraising is to organise small dinners in which we introduce potential donors to our work and also benefit from volunteers undertaking community fundraising, for example taking part in a sporting challenge, on our behalf.

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 £1.8 million during 2019/20.

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 £156,049 and a spend of £148,924. In the UK, the results for the year as set out in the attached Statement of Financial Activities show income of £1,150,137 (2017/18 £1,943,276). Expenditure was £1,196,874 (2017/18 £2,943,137).

Total funds restricted, designated and unrestricted at 31st August 2019 amounted to £2,299,321 (2018 £2,346,058). The Trustees acknowledge and are so grateful for the generous support provided by our donors.

Justice and Care had a sufficient level of unrestricted reserves of £911,368 and designated reserves of £1,250,000 as at 31st August 2019. These reserves are held both to bridge the income gap while our new fundraising strategy continues to be outworked, to buffer a season of external economic uncertainty in the UK and to help launch the next phase of our international strategy.

It is important to note that the FCRA situation in India led to expenditure significantly being reduced from previous years because of our inability to send funds to our partner in the country. Although core organisational costs in the UK remained largely unchanged, it was not appropriate to reduce these given the temporary nature of a reduction in spend and the development and gearing up for a new 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 license, allowing it to receive foreign funds, was also suspended as an investigation was carried out into WMS.

The context of the Indian Government's action was 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 license reinstated and the frozen funds released. The Executive and Trustees of JCUK have been working 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.

Reserves policy

During the year, the Trustees adopted a new Reserves Policy to maintain at least four 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 2019/20, 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 £ due to Brexit

In the year under review, this figure amounts to £1,190k compared to actual free reserves of £2,137k. However, this figure includes £1,250k designated by the Trustees for essential strategic purposes which leaves an effective free serves of £887k.

Commitments

At the end of the period, Justice and Care had committed in principle £250,000 to support and help develop the work of LIFT International in Thailand - subject to final due diligence and a grant agreement being in place. We expect the funds to be released in tranches in 2019/20.

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

FUTURE PLANS

The year ahead promises to be an exciting one in the development of Justice and Care, as we continue to outwork our strategy.

In the UK we will see additional Victim Navigators begin work and help to train and develop a network of experts on the issue of slavery, to support the investigation and prosecution of cases.

We will begin operations in Romania, helping to repatriate survivors of human trafficking from the UK. We also look forward to welcoming on team the Head of our new joint policy unit as we seek to ensure that the issue of modern slavery remains a priority for the British Government and, where necessary, laws are strengthened.

In Bangladesh meanwhile we will see a new partnership begin with the Government aimed at improving the number of successful prosecutions of human trafficking cases in the country. We also expect to increase our aftercare work, providing support to more victims as they are repatriated home.

It will see a new partnership outworked with LIFT International, a leading anti-trafficking charity that is undertaking cutting edge work to bring freedom to those enslaved in Thailand and track down the criminal networks responsible. We look forward to LIFT becoming our first network partner and undertaking joint operations together. We hope to scope our second network partner during the year.

We will seek to further grow our fundraising base in the US and develop conversations with a number of organisations there about the potential of piloting our Victim Navigator programme in America.

In India, we will use funds released by the Indian Government to help our partner, WMS, build for the future. This will include supporting ongoing work alongside the police to bring freedom to victims and the arrest of those responsible, support of prosecutions through the courts and building local fundraising capacity.

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

Our next financial year, and likely the years to come, will also be impacted by this pandemic. Some of the impact will be obvious - programme delivery, for example, that will need to change in the short term but we know will revert to 'normal' when the crisis recedes. We will undoubtedly take a financial hit - fundraising events have been curtailed; our supporters may lose jobs and companies will be putting all their energy into rebuilding their business. What is less clear is how traffickers change their business model and how we will need to respond in the future as a result. They too have been impacted and presented with opportunities by COVID-19 and will be thinking of ways of responding.

What is certain is that we will remain relentless in our work to bring freedom to individuals and communities affected by slavery, and in our pursuit to bring those responsible to justice. The early days of the global crisis have already demonstrated that commitment as we have supported arrests, repatriations and legal cases.

In our response to the pandemic, we will continue to implement our contingency planning to ensure that we are able to provide the support needed to survivors and to continue to work with police to bring those responsible to justice and with governments to spark systemic change. Our teams on the whole have been able to work remotely to provide this support, so they too are kept safe. Although the ultimate impact of Covid-19 is yet to be seen, through appropriate consideration of risks and mitigating actions, the trustees consider that the programmes will be delivered and donor support will continue.

TRUSTEES/DIRECTORS

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

- James R Thomas
- Lauran D Bethell (resigned 05/04/19)
- Jonathan Pugh-Smith
- Jon Simpson

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 Trustees
Director
Date: 07/05/2020



'I have never seen an organization working so efficiently in rescuing victims and supporting prosecution of cross border human trafficking cases.'

Investigating Officer,
Bangladesh Police

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 2019 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 2019 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 33 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. 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.

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

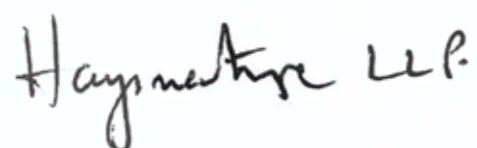
In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the directors' report).

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 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.


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 Charity 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: 07/05/2020

10 Queen Street Place
London
EC4R 1AG



'Without your help I cannot support my daughter in continuation of her study. She might be dropped out. I am grateful to Justice and Care.'

Mother of Survivor, Bangladesh

JUSTICE & CARE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (including Income and Expenditure Account)

FOR THE YEAR ENDED 31 AUGUST 2019

	Note	General Fund £	Restricted Fund £	Total Funds 2019 £	Restated Total Funds 2018 £
INCOME FROM:					
<i>Donations and legacies:</i>					
Individual and corporate donations	2	683,158	395,107	1,078,265	1,942,126
<i>Charitable activities</i>					
Fundraising events		17,676	-	17,676	1,150
Other	3	54,196	-	54,196	-
Total income		755,030	395,107	1,150,137	1,943,276
EXPENDITURE ON:					
Raising funds					
Generating voluntary income	4	209,460	-	209,460	143,474
Charitable activities					
Grant making	5	77,943	-	77,943	2,235,879
Other charitable expenditure	5	464,487	437,859	902,346	563,784
Total expenditure		751,890	437,859	1,189,749	2,943,137
Net income/(expenditure) and movement in funds					
Transfers between funds	13	(116,566)	116,566	-	-
Funds brought forward at 1 September 2018	13	2,274,794	78,849	2,353,643	3,353,504
Funds carried forward at 31 August 2019		2,161,368	152,663	2,314,031	2,353,643

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 19.
The notes on pages 44 to 56 form part of these financial statements.

JUSTICE & CARE CONSOLIDATED BALANCE SHEET AS AT 31 AUGUST 2019 Company number: 06990037

	Note	Group 2019 £	Group 2018 £	Charity 2019 £	Charity 2018 £
FIXED ASSETS					
Tangible fixed assets	10	23,779	29,826	19,456	26,182
CURRENT ASSETS					
Debtors	11	166,838	109,935	165,037	108,509
Cash at bank and in hand		2,174,900	2,296,312	2,156,740	2,291,703
TOTAL CURRENT ASSETS		2,341,738	2,406,247	2,321,777	2,400,212
CREDITORS (amount falling due within one year)					
	12	(51,486)	(82,430)	(41,912)	(80,336)
NET CURRENT ASSETS		2,290,252	2,323,817	2,279,865	2,319,876
NET ASSETS		2,314,031	2,353,643	2,299,321	2,346,058
FUNDS OF THE CHARITY					
	13				
Unrestricted funds		2,161,368	2,274,794	2,146,658	2,267,209
Restricted funds		152,663	78,849	152,663	78,849
TOTAL FUNDS		2,314,031	2,353,643	2,299,321	2,346,058

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 £46,737 (2018: £944,980).

Approved and authorised for issue by the Trustees on 07/05/2020

TRUSTEE

TRUSTEE

The notes on pages 44 to 56 form part of these financial statements.

JUSTICE & CARE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2019

JUSTICE & CARE CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 AUGUST 2019

	Note	2019 £	2018 £
Cash flows from operating activities	a)	(115,830)	(1,077,864)
Cash flows from investing activities			
Purchase of fixed assets		(5,582)	(29,879)
Cash used in investing activities		(5,582)	(29,879)
Decrease (increase) in cash and cash equivalents in the year		(121,412)	(1,107,743)
Cash and cash equivalents at the beginning of the year		2,296,312	3,404,055
TOTAL CASH AND CASH EQUIVALENTS AT THE END		2,174,900	2,296,312

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

	2019 £	2018 £
Net(expenditure)/income for the year	(39,612)	(999,861)
Add back depreciation charge	11,629	7,698
Loss/(profit) on the sale of fixed assets	-	-
(Increase)/Decrease in debtors	(56,904)	(71,094)
(Decrease)/Increase in creditors	(30,943)	(14,607)
Net cash used in operating activities	(115,830)	(1,077,864)

'Investigations like these show two things, first they show criminals wherever you are in the world, you cannot hide and law enforcement will track you down. Secondly they show that victims have a voice.'

Acting Deputy Assistant Director of US
Homeland Security Investigations
David Magdycz - speaking about
Operation Blackwrist

JUSTICE & CARE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

1. ACCOUNTING POLICIES

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

Statement of compliance

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

General information

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

Basis of Accounting

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

Going concern

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

'I find my case worker in every crucial time of my life, even the words or feelings or difficulties which I could not share with any of my family members, but I can easily share with my case worker and heal my mental pressure.'

Survivor, Bangladesh

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

	2019	2018
	£	£
Individual donations	742,806	1,798,587
Corporate donations	18,056	24,843
Trusts and foundations donations	262,079	30,000
Gift Aid on donations	55,324	88,696
	1,078,265	1,942,126

Individual donations in 2018 includes a one-off bitcoin donation from the Pineapple Fund. Trusts and foundations donations in 2019 includes funding from the Younger Foundation and Optimus Foundation.

JUSTICE & CARE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

3. OTHER INCOME

	2019	2018
	£	£
Foreign exchange gain	54,196	-

4. COSTS OF GENERATING FUNDS

	2019	2018
	£	£
Staff costs	165,554	100,668
Fundraising costs	40,358	37,582
Website and related costs	3,548	5,224
	209,460	143,474

5. CHARITABLE EXPENDITURE

	2019	2018
	£	£
Grants		
Grants		
Grants paid to Waste Management Society	-	2,065,082
Allocation of support costs (see note 6)	77,943	170,797
	77,943	2,235,879

Other charitable expenditure

Staff costs	373,739	130,853
Travel and other costs	247,795	148,290
Allocation of support costs (see note 6)	280,812	284,641
	902,346	563,784

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

6. SUPPORT COSTS

	2019	2018
	£	£
Staff costs	99,335	206,917
Rent and premises costs	71,706	57,801
Insurance	6,040	2,504
Printing, stationery and telephone	9,529	7,146
IT and equipment	7,403	5,136
Professional fees	104,017	76,676
Depreciation	11,629	7,698
Governance costs (see note 7)	32,036	46,435
Other costs	17,060	45,125
	358,755	455,438

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

7. GOVERNANCE COSTS

	2019	2018
	£	£
Legal fees	4,613	9,934
Audit fees	14,400	13,700
Consultancy fees	13,023	22,801
	32,036	46,435

8. NET INCOME

	2019	2018
	£	£
Net income is stated after charging:		
Depreciation	11,629	7,698
Auditor's remuneration – audit	14,400	13,700

9. STAFF COSTS AND NUMBERS

	2019	2018
	£	£
Wages and salaries	569,009	335,295
Social security costs	52,269	90,681
Pension contributions	17,350	12,462
	638,628	438,438

No. **No.**

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

Direct charitable activities	5.0	8.0
Support	7.0	5.0
	12.0	13.0

Three employees earned over £60,000 per annum (2018 – Two). 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. £7,759 pensions contributions were made for those employees who earned over £60,000 per annum (2018: £1,117).

No Trustees received remuneration during the year (2018 – nil). Two Trustees (2018 – Three) received reimbursement of expenses incurred in respect of travel and subsistence incurred in performance of their duties during the year of £1,828 (2018 - £4,106).

The total employee benefits of the key management personnel were £239,504 (2018: £230,441).

10. FIXED ASSETS

	Group Office & IT		Charity Office & IT	
	£	£	£	£
COST				
At 1 September 2018	51,434	51,434	47,034	47,034
Additions	5,582	5,582	4,343	4,343
At 31 August 2019	57,016	57,016	51,377	51,377

DEPRECIATION

At 1 September 2018	21,608	21,608	20,852	20,852
Charge for year	11,629	11,629	11,069	11,069
At 31 August 2019	33,237	33,237	31,921	31,921

NET BOOK VALUE

At 31 August 2019	23,779	23,779	19,456	19,456
At 31 August 2018	29,826	29,826	26,182	26,182



JUSTICE & CARE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

11. DEBTORS: amounts falling due within one year

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Trade debtors	2,994	2,861	2,994	2,861
Other debtors	18,872	104,559	17,071	103,133
Prepayments and accrued income	144,972	2,515	144,972	2,515
	166,838	109,935	165,037	108,509

12. CREDITORS: amounts falling due within one year

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Trade creditors	13,099	7,354	12,060	7,354
Accruals	23,832	22,898	23,832	22,898
Taxation and social security	-	716	-	716
Other creditors	14,555	51,462	6,020	49,368
	51,486	82,430	41,912	80,336



13. GROUP FUNDS

	At	Income	Expenditure	Transfer	At
	1 September				31 August
	2018	£	£	£	2019
	£				£
Unrestricted Funds					
General	1,024,794	755,030	(751,890)	(116,566)	911,368
Designated	1,250,000	-	-	-	1,250,000
Restricted Funds					
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)	-	-
Total funds	2,353,643	1,150,137	(1,189,749)	-	2,314,031

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: £1,250,000 was designated by the trustees for the implementation of the new international strategy including for grants agreed to new Network partners. It was also held for potential grants to our Indian partner WMS in the event that the suspension of their license to receive foreign funds was lifted. This suspension was indeed lifted towards the close of the financial year but our due diligence checks regarding further grants were still ongoing and no further funds could be sent. Groundwork was laid throughout the year on the implementation of the new international strategy and grants have now been committed for the coming financial year to our new partner in Thailand as well as funding commitments made to supplement the restricted grants for key projects described below, hence the funds have remained designated in preparation for this forthcoming expenditure.

Asia specific funding: Prevention, repatriation and aftercare project in Bangladesh - A restricted grant was secured for a project in Bangladesh including prevention programmes with vulnerable communities, repatriation of survivors and aftercare including provision of counselling, medical care, skills training, education, legal support and more according to individual survivor's needs. This began in Feb 2019 and will run until Feb 2020 (partially straddling the financial year). Written agreement was obtained from the donor of the funds brought forward in the Asia specific category, to reallocate them from the similar previous project in India to this project in Bangladesh.

European specific funding: Various donations were received restricted to our operations in Europe. These operations consisted of our pioneering new '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 are being 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. Implementation of the project began towards the end of the financial year and will continue throughout 19/20.

Systematic Change: Restricted donations were secured towards a new Systematic Change with the Centre for Social Justice that will focus specifically on the issue of human trafficking. This will harness operational expertise and in-depth research to generate smart policy recommendations, political influence and a way forward for the UK's anti-slavery strategy. Implementation of the project began towards the end of the financial year and will continue throughout 19/20.

JUSTICE & CARE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

GROUP FUNDS (2018)

	At 1 September 2017 £	Income £	Expenditure £	Transfer £	At 31 August 2018 £
Unrestricted Funds					
General	1,353,504	1,432,054	(715,914)	(1,044,850)	1,024,794
Designated	2,000,000	-	(1,794,850)	1,044,850	1,250,000
Restricted Funds					
Asia specific funding	-	404,973	(339,569)	-	65,404
European specific funding	-	106,249	(92,804)	-	13,445
Total funds	3,353,504	1,943,276	(2,943,137)	-	2,353,643

14. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

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

ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Restricted Funds £	Unrestricted Funds £	Total Funds £
Fund balances at 31 August 2018 are represented by:			
Tangible fixed assets	-	29,826	29,826
Current assets	78,849	2,327,398	2,406,247
Current liabilities	-	(82,430)	(82,430)
	78,849	2,274,794	2,353,643

15. RELATED PARTIES

Two Trustees made donations totalling £3,605 (2018 – One Trustee made donations totalling £1,800).

16. TAXATION

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

17. OPERATING LEASE COMMITMENTS

Group	Equipment	
	2019 £	2018 £
Leases which expire:		
Within one year	17,640	22,050
Charity		
Leases which expire:		
Within one year	17,640	22,050

Lease payments recognised as an expense in the Statement of Financial Activities during the year totalled £53k (2018: £50k).

18. FINANCIAL INSTRUMENTS:

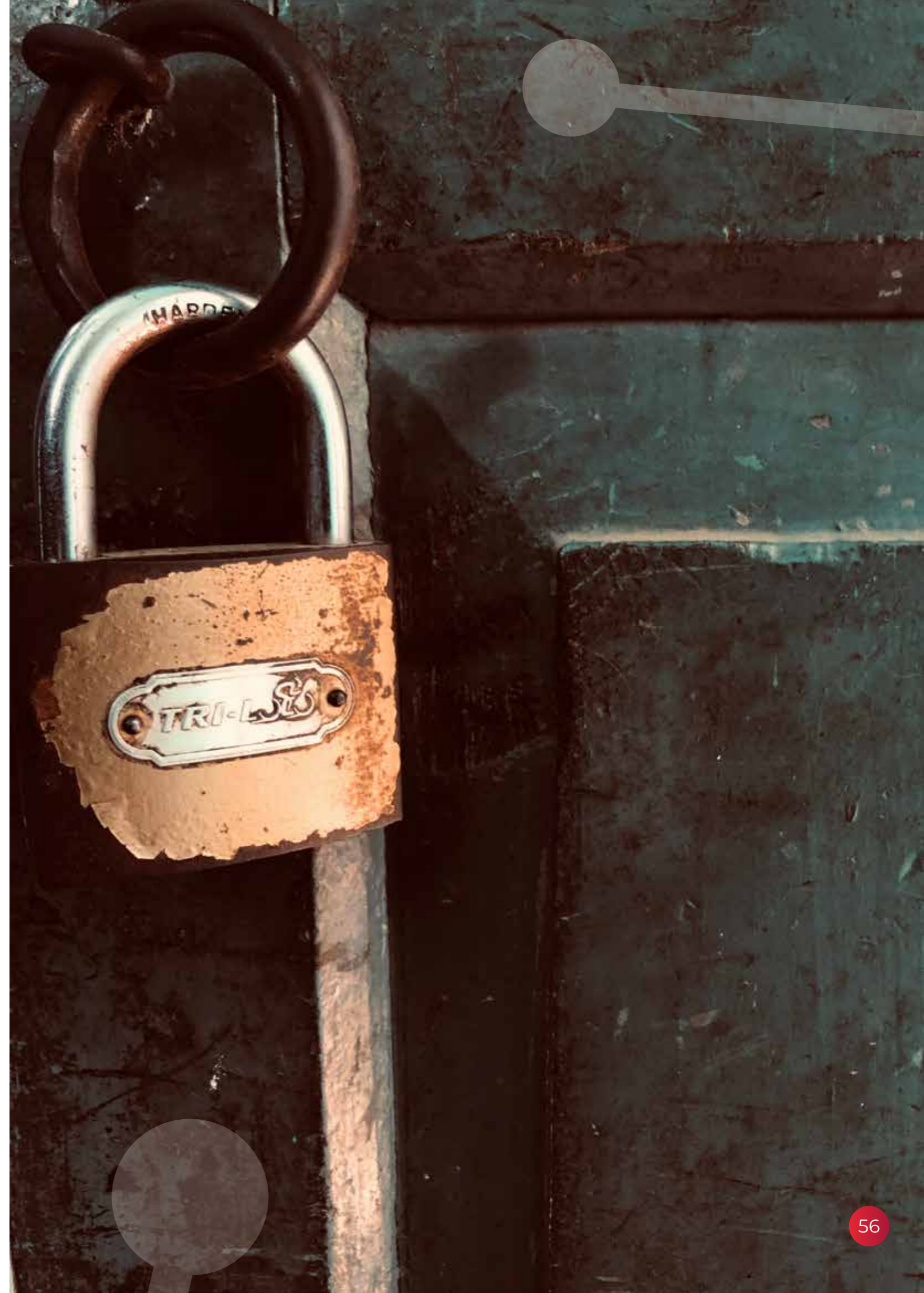
	2019 £	2018 £
Group		
Financial assets at amortised cost	2,196,766	2,403,732
Financial liabilities at amortised cost	27,654	59,532
Charity		
Financial assets at amortised cost	2,176,805	2,397,697
Financial liabilities at amortised cost	18,080	57,438

Financial assets consist of cash, other debtors and trade debtors.
Financial liabilities consist of trade creditors, accounts and other creditors.

19. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2018)

	Note	General Fund £	Restricted Fund £	Total Funds 2018 £
INCOME FROM:				
<i>Donations and legacies:</i>				
Individual and corporate donations	2	1,430,904	511,222	1,942,126
<i>Charitable activities</i>				
Fundraising events		1,150	-	1,150
Other	3	-	-	-
Total income		1,432,054	511,222	1,943,276
EXPENDITURE ON:				
Raising funds				
Generating voluntary income	4	143,474	-	143,474
Charitable activities				
Grant making	5	1,803,506	432,373	2,235,879
Other charitable expenditure	5	563,784	-	563,784
Total expenditure		2,510,764	432,373	2,943,137
Net income/(expenditure) and movement in funds		(1,078,710)	78,849	(999,861)
Funds brought forward at 1 September 2017	13	3,353,504	-	3,353,504
Funds carried forward at 31 August 2018		2,274,794	78,849	2,353,643

As stated in more detail in the Trustees' Report, the COVID-19 pandemic has had various impacts on Justice and Care - both in terms of our frontline operations and our ability to raise funds. We expect a challenging few years ahead as the countries in which we operate and the global economy recover. The Charity has been modelling different scenarios for the impact on the budget and the consequent cash flow implications over the coming year, but it is too soon to estimate the full impact of the current disruption. Whilst the FTSE index has fallen significantly since the start of the financial year, the Charity remains in a strong financial position, with sufficient cash balances to withstand the effects of a resulting drop in income. We have kept in close contact with donors, who remain committed to our work. We have furloughed some staff, reduced costs where we are able and also undertaken an emergency appeal. Overall income is within the range we had expected at this juncture. COVID-19 is considered to be a non-adjusting post balance sheet event and therefore has not been taken into account in preparing the consolidated and Charity balance sheets as at 31 August 2019





**JUSTICE
& CARE**

Saving lives. Breaking
the grip of slavery.