



Joining forces
**TO END MODERN
SLAVERY**

JUSTICE & CARE
Our strategy framework, 2025-2035
June 2024



Contents

THE ISSUE	1
JOINING FORCES	2
HOW WE WORK	3
OUR CROSS-CUTTING THEMES	4
OUR OPERATING MODEL	6
OUR EVOLVING FOCUS	7
COUNTRY BY COUNTRY	8
STRATEGIC STAGES: 2025 - 2035	12

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

Images of Justice & Care's work were taken by Hazel Thompson and Tom Price.

OUR STRATEGY FRAMEWORK, 2025-2035



The issue

Modern slavery is the fastest-growing crime in the world, with an estimated 50 million victims worldwide. Behind the numbers are people. Mothers like Julia*, who was trafficked from Eastern Europe to the UK and forced to work in a brothel; fathers like Stephan* from Romania, who had to clear railway lines for no money; and daughters like Nishi* from Bangladesh, who was taken to India for sexual exploitation.

Slavery is a high-profit, low-risk business for traffickers because law enforcement struggles with its complexity and transnational nature, as well as the difficulty of obtaining evidence from traumatised and fearful victims.

Tackling this terrible crime cannot be done through isolated interventions but requires an all-out assault on every aspect of the traffickers' business model. It requires robust, coordinated partnerships at a local level and across borders. It needs sophisticated understanding and expertise. And it means placing the wellbeing and insights of survivors and vulnerable groups at the heart of everything we do.

50M
ESTIMATED GLOBAL VICTIMS

100,000+
ESTIMATED VICTIMS IN THE UK

1 IN 4
CHILD VICTIMS OF MODERN SLAVERY

53%
PROPORTION OF WOMEN AND GIRL VICTIMS

\$236B
ESTIMATED GLOBAL PROFITS FOR THE CRIMINALS RESPONSIBLE FOR SLAVERY

“

Tackling a global problem like trafficking requires a global coalition, one that cuts across government, business, and civil society. By sharing resources and information, we can better equip front-line stakeholders to track and respond to evolving trafficking trends. By partnering with survivors, we can better establish trauma-informed anti-trafficking policies and strategies. And by leveraging technology, we can better address the nexus between finance and human trafficking and better detect online exploitation.

U.S. Secretary of State, Antony Blinken

50M and 53% - Global Slavery Index | 100,000 - Justice & Care 'It still happens here' report
1 in 4 - Unseen

WHAT WE DO

Joining forces to end modern slavery

OUR MISSION

WHAT WE DO

Justice and Care joins forces to end modern slavery. We recognise that we cannot do it alone - it needs survivors, governments, law enforcements, businesses, media, NGOs, and investors to work together. There will be no single hero in this fight, and that is why we form partnerships to achieve lasting freedom for individuals and societies.

OUR VISION

WHERE WE ARE GOING

By 2035 our vision is to significantly reduce modern slavery in the three strategic locations where we work – Bangladesh, Romania and the UK.

We believe that by concentrating our resources on going deeper rather than wider, we can more effectively test, demonstrate and reproduce models that reduce human trafficking.

We will then disseminate our learnings, programmes and experience to create a ripple in the pond – ultimately bringing about significant changes on a global scale.

Modern slavery is complex, and change takes time, so we have to set our strategy as a realistic 10-year plan. We are in it for the long haul and will not stop until slavery becomes history.

OUR VALUES

Our values are at the heart of everything we do. They are:

Collaborative

We build powerful partnerships – with governments, survivors, businesses, other NGOs, police, investors and others.

Courageous

We are fearless in the fight against modern slavery and dare to see a different world free of slavery.

Excellence

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

Relentless

Full of hope, we will not stop in the fight against modern slavery.

Pioneering

We flex and shift, learning from others and leading the way as innovators to bring about change at scale.



How we work

OUR STRATEGIC PILLARS

To reverse the growth in human trafficking, we must fundamentally disrupt the business model of traffickers, increasing their risk and costs while also reducing the availability and accessibility of their key commodity – vulnerable people.

Our activities are therefore structured under two strategic pillars – safety for the vulnerable and risk for traffickers.



Safety for the vulnerable

- **System change** work to strengthen access to rights and legal protections
- **Facilitate survivor leadership** in the sector
- **Scale effective aftercare** to survivors, including economic empowerment
- **Casework and capacity-building support** to law enforcement on identification and victim engagement
- **Norms change and disruption of recruitment tactics**
- **Establish community-based early warning and reporting systems**
- **Targeted prevention** — economic, educational and social empowerment to the most vulnerable
- **Measurement and analysis of modern slavery prevalence**



Through partnership in the most important related source / transit destination countries:

- **Casework collaboration**
- **Development of referral pathways**
- **Data and intelligence sharing**
- **Joint policy advocacy work**



Risk for traffickers

- **System change** work to strengthen laws and penalties, increase focus on trafficking by law enforcement and increase compliance requirements for businesses
- **Capacity building and training** for criminal justice stakeholders to enhance system functioning
- **Prosecution casework** leading to sentencing, convictions, financial penalties, prevention orders and restrictions, and confiscation of assets
- **Specific focus on strengthening financial investigations and disruptions**, leveraging digital forensics to identify and disrupt trafficking-related financial activities
- **Build witness and victim engagement with the criminal justice system** to increase evidence, intelligence and successful prosecutions
- **Direct casework support, training and capacity building for law enforcement** to build focus, investigative and disruption capacity in regard to MSHT
- **Build cross-border investigative capacity** through connecting law enforcement and NGO partners internationally

Our cross-cutting themes

We **join forces**

Modern slavery is both complex and vast – no one can tackle it alone. Therefore, partnership with governments, law enforcement and other key actors is not a way we work, but the way we work.

We do this so we can better understand the issue, ensure responses are coordinated and not duplicated, share models and tools, and work together across borders and continents. Crucially, we join forces with our beneficiaries – empowering survivors to bring their unique expertise to shaping an effective anti-trafficking response.

We focus on **change at scale**

We want to increase our impact, not our programmes, so we ensure we have robust evidence and insights into what works (and what doesn't). We translate this into blueprints, guidelines, tools, operating models and policy recommendations to influence others and create change at scale.

We aim for **operational and organisational excellence**

The survivors we work with and the important issue we fight demand our very best. Therefore, we continuously strive for operational and organisational excellence. This includes developing an outstanding and diverse team, building strong relationships with investors, and setting the highest standards of rigorous independent evaluation.



The relationship between our pillars and themes



Our operating model



Locally designed and led

We will ensure all our solutions are rooted in a deep understanding of the local context and are in partnership with local stakeholders.



Leveraging global synergies

We will join forces across our three strategic locations to disseminate and share our learnings together and internationally with others.



Evidence based

We will base all our programming on research (ours and others) to design the most effective interventions.



The innovation cycle

We will have a dynamic approach to programming and testing, adapting them in real time to maximise effectiveness.



Scalable and replicable solutions

We will create independently evaluated models that can be adopted and adapted by others in order to expand solutions globally.



Utilising cutting edge technology

We will work with experts to ensure we are optimising technology to pursue and disrupt traffickers. Traffickers use technology such as social media to recruit, advertise and exploit their victims.



Moving upstream

We will invest increasingly in initiatives to stop people being trafficked in the first place, whilst maintaining important downstream efforts to identify, care for and seek justice for those who have been exploited.



Partnership with governments

We will become a trusted partner and leading influence on government responses to human trafficking everywhere we work.

Demonstrating change

Our strategy hinges on rigorously proving what really works and sharing this to be scaled globally. It is the key to being able to ensure the impact we make is not limited to the geographies in which we work, but spread across borders and continents.

From the highest data quality and analytics to a relentless focus on outcomes; from independent evaluations to adaptive management, our impact processes are designed to transparently evidence meaningful change and to drive continuous improvement.

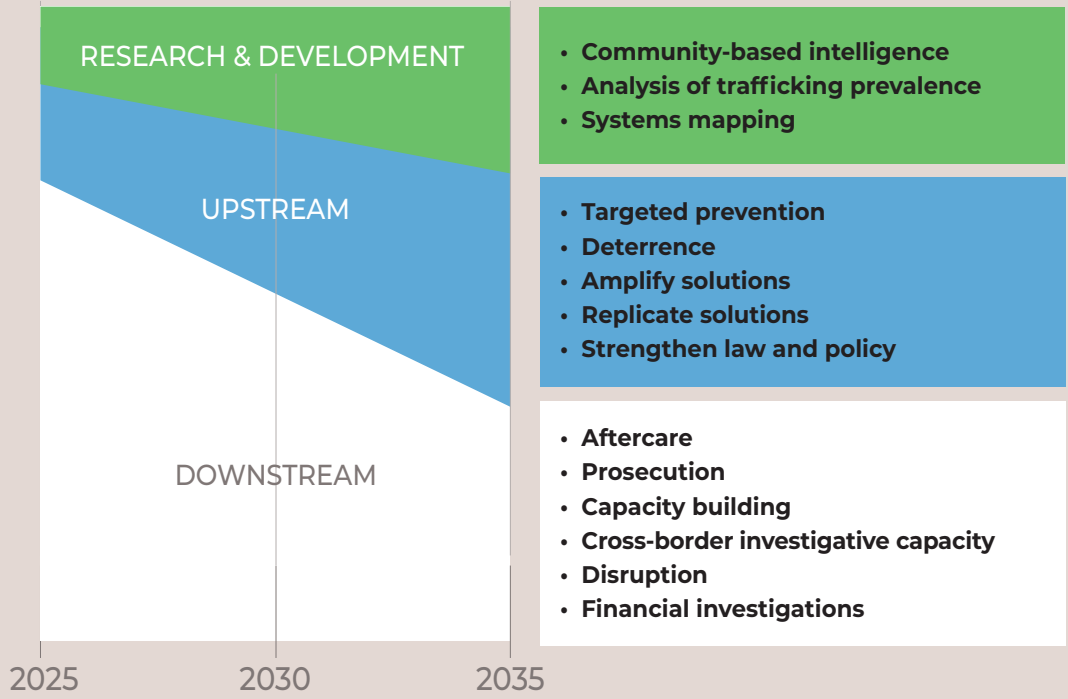
Every programme we undertake has multiple layers of measurement indicators, each clearly defined, monitored and interrogated to assess our contribution to both individual and system changes.



Our evolving focus

We anticipate that as we succeed over the course of our strategy, we will increasingly focus on safeguarding communities and ensuring traffickers are deterred by an increasingly unviable business model.

It will mean putting more of our resources into 'upstream' activity - whilst maintaining care for those impacted.



A woman wearing a blue hijab and a blue top is smiling and holding a black and white goat. The background is a green wall with some wooden elements. A large purple circle is overlaid on the right side of the image, containing the main text.

COUNTRY BY COUNTRY

WE BEGIN THE DECADE AHEAD WITH WELL-ESTABLISHED OPERATIONS IN BANGLADESH, ROMANIA AND THE UK. WE HAVE EARNED SIGNIFICANT INFLUENCE DUE TO THE EXCEPTIONAL REPUTATION OF OUR PROGRAMMES AND STRENGTH OF OUR NETWORKS.

OVER THE COMING YEARS, WE WILL BUILD ON THESE FOUNDATIONS WITH LOCALLY DESIGNED AND LED RESEARCH, PROGRAMMING AND ADVOCACY.

COUNTRY BY COUNTRY

Bangladesh



Bangladesh is a highly populous country with widespread poverty and, as a result, economic migration, making many people vulnerable to trafficking.

Trafficking for sexual exploitation is big business, with some victims remaining in the country and others being taken across the border to India. Trafficking for labour exploitation into other countries in South Asia and the Middle East is growing. Climate change is forcing families to move - due to the loss of land and livelihoods.

Weak regulation, relative impunity for traffickers and a lack of support for victims all add to the problem.

What we are doing

- Aftercare casework, led by our Champion Survivors who have themselves recovered from exploitation. Around 150 survivors are being given extensive support at any one time.
- Prosecution casework for more than 300 legal cases on behalf of survivors.
- Direct support to anti-trafficking investigations.
- Repatriation casework in partnership with more than 40 referral organisations in India alone.
- Multi-faceted prevention work in source communities, including economic support to the most vulnerable, developing community reporting and training border guards to identify victims.
- Training for people in law enforcement and the justice system.
- Pioneering work in government-run shelter homes to ensure better support for child victims of trafficking.
- Direct partnership with the government, including developing the digital infrastructure for the country's new National Referral Mechanism and national victim identification guidelines.

What we will do

- Disseminate our model for successful survivor-led survivor recovery and reintegration.
- Reform standards of aftercare for trafficked children who are in, or being discharged from, government-run shelter homes.
- Work to embed high standards of human trafficking crime and victim identification across all law enforcement.
- Expand our capacity-building work to all anti-human trafficking tribunals and set further legal casework precedents.
- Challenge accepted culture that facilitates the harbouring and movement of victims and fails to report those responsible.
- Ensure bilateral cooperation with India in fighting cross-border human trafficking.
- Support the government in rolling out the National Referral Mechanism.
- Expand partner networks, collaborating with NGOs who have influence with their governments in other destination countries, in order to care for more survivors and more effectively pursue traffickers.

Success in the next three years means:

- Minimum care standards and reintegration procedures that we have developed for government-run shelter homes are adopted and rolled out nationally.
- Conviction rates for traffickers in the tribunals where we work are up by 50%.
- The database that we have created for law enforcement on the recruitment, harbouring, transit, sale and exploitation tactics of cross-border trafficking networks, including the details of perpetrators, is being used to generate and aid new investigations.

Romania



Romania is a major source, transit and destination country for human trafficking. Pockets of significant poverty make many people vulnerable to trafficking. There are key gaps in the anti-trafficking response in the country, including a lack of effective prevention at community level, legal assistance for victims and general support for survivors, which results in high re-trafficking rates.

What we are doing

- Intensive aftercare casework to around 60 survivors per year.
- Supporting the engagement of survivors with police investigations and prosecutions, meaning we play a key role in facilitating traffickers being brought to justice.
- Repatriation assistance to Romanian survivors wishing to return from the UK.
- Research work to understand the causes and incidence of child trafficking.
- Advocacy work with government to influence the country's anti-trafficking strategy.

What we will do

- Implement a Slavery-Free Communities Programme to demonstrate effective trafficking prevention methods.
- Develop a programme to deter and improve the prosecution of trafficking, including more support for victims in legal proceedings.

- Offer care and support to survivors nationally to help them recover from exploitation, and help develop a government-run version of this programme.
- Help strengthen policy and the public system to more effectively respond to human trafficking.
- Identify and invest, through training and coaching, in a network of anti-trafficking champions.
- Collaborate with national, EU and regional partners to enhance anti-trafficking efforts across various sectors.



Success in the next three years means:

- Piloting prevention work focused on stopping children from being trafficked.
- Expanding our Victim Navigator Programme to all 15 Organised Crime Police Brigades across Romania.
- Significantly improving survivor engagement in legal proceedings through effective legal support.
- Significantly increasing survivor compensation at the expense of traffickers' assets.
- Developing with the Government Department for Education new mechanisms for the prevention of child trafficking in the education system.

UK



Human trafficking and modern slavery continue to increase in the UK, while political attention has waned. Prosecutions and convictions of traffickers are wildly out of step with the number of trafficking crimes. Victims struggle to get available services and entitlements. Law enforcement often fails to use advanced capabilities, such as financial investigations and digital forensics, in modern slavery cases. And there is too little coordination with source countries to prevent trafficking.

What we are doing

- Serving around 40% of police forces through our award-winning and widely hailed Victim Navigator Programme.
- Supporting survivors to keep them engaged with police investigations.
- Training investigators, frontline officers, Border Force, immigration and other professionals in victim identification and support.
- Testing victim identification through cyber analytics.
- Assisting repatriation for survivors wishing to return home from the UK.
- Building government response to modern slavery through our advocacy programme.
- Hosting and coordination of a Global Prosecutors Consortium in partnership with the McCain Institute to develop the capacity of leading prosecutors in 18 countries.

What we will do

- Embed the Victim Navigator model at a Regional Organised Crime Unit level — helping to provide wider coverage and tackle the most prolific traffickers.
- Work with corporates and employment agencies to further develop employment opportunities for survivors.
- Scope with police and financial institutions on how to develop financial investigations and disrupt traffickers' operations using advanced technology.
- Develop a programme to address the gaps and bottlenecks that contribute to low prosecution and conviction rates.
- Continue to build influence across government and advocate for strategic and practical reforms.
- Further build the impact and collaboration of the Coalition to Stop Slavery
- Develop referral, repatriation, intelligence sharing and advocacy partnerships in source and transit countries related to the UK.
- Franchise the Victim Navigator model to appropriate markets.



Success in the next three years means:

- Increasing the Victim Navigator Programme, working towards every modern slavery victim and investigation in the UK having access to Navigator services.
- Producing an evidence base, demonstrating how financial investigations can disrupt human trafficking.
- Improving capacity for prosecutions and convictions of exploiters through targeted programming in the criminal justice system.

Our strategic stages: 2025-2035



DEVELOPMENT

- Focus on increasing sustainable income
- Increase finance and fundraising capacity
- Establish the new operating model
- Continue the momentum
- Capitalise on a unique opportunity in Romania
- Embed lived-experience leadership across the organisation

2025



NATIONAL

- Further research and analysis into modern slavery prevalence and country dynamics
- Co-lead innovation in using data, technology and financial investigations to disrupt modern slavery
- Expand a network of partners across key trafficking routes
- Use 'knowledge products' on programme data to inform national approaches

2026-2028



REGIONAL

- Move proven national operations to state-funded, sustainable services
- Embed national data collection studies against national MSHT strategies
- Expand data, tech and financial services programmes
- Establish government and law enforcement cooperation on a regional basis
- Expand our network of partners to create regional alliances across key trafficking routes
- Package together our programmes and services so they can be effectively reproduced at a regional level

2029-2031



GLOBAL

- Shift focus to a global network of interconnected partners
- Build a network of Mutual Legal Assistance for global cross-border law enforcement and prosecutorial cooperation
- Reproduce our models by supporting new partners to deliver at a local and regional level
- Work to strengthen regulatory frameworks and financial controls to disrupt financial flows for traffickers

2032-2035

Join forces with us

We have a track record of successfully fighting modern slavery. Our work is multi-award winning and recognised globally. We need people to join us in our purpose and to invest in our 10-year vision.

For more information, please contact hello@justiceandcare.org.



Award Winning

Thomson Reuters

2020 – Stop Slavery Award, for our Bangladesh work

2022 – Stop Slavery Award, for our UK Navigator Programme

Third Sector Awards

2020 – Winner, Breakthrough of the Year Award

2023 – Finalist, Charity of the Year and Charity Film Award

US State Department

2022 – Global Hero In The Fight Against Human Trafficking Award, for Tariqul Islam, Justice and Care's Bangladesh Country Director

Smiley Charity Film Awards

2023 – Highly Commended Charity Film

Police Scotland Tayside

2023 – Partner of the Year Award

The Charity Awards

2024 - Highly Commended, Social Care, Advice and Support category



@justiceandcare

England and Wales Charity No 1133829
Scotland Charity No SC042389

