

CEO Overview

The last six months have been marked by some incredible highs, and also some lows – but each moment has pushed us to live out our values and continue driving widespread change.

Most notably, the lows have included a decision by our Romania team to leave Justice & Care, as well as a changing international landscape impacting our funding.

It is easy within the circumstances to feel discouraged - and of course when concerns are raised, we must be introspective and seek to learn. However, as much as possible, we are choosing to focus on the positives. Day in and day out, we are seeing the extraordinary impact that our teams are making in the lives of individuals.

One powerful highlight in the last six months is the rescue of 45 women and the arrests of 25 suspected traffickers in a single police operation supported by our Bangladesh team. The victims were sexually exploited and trapped in horrendous conditions, with one woman discovered locked inside a kitchen cabinet, terrified and gasping for air. It's hard to comprehend the fear they endured. We are profoundly grateful they are now safe and will walk beside the Bangladeshi survivors on their journeys to recovery and justice.

While our work continues to transform individual lives, our impact also stretches far and wide across Bangladesh: our Victim Identification guidelines are already helping to uncover hundreds more victims; the National Referral Mechanism (NRM) software we have helped the government develop is in live piloting, and our work is reshaping survivor care in government shelter homes. You can read more about other breakthroughs in our Bangladesh work on page four.

Our work in the UK is also thriving. At the time of writing, the Independent Anti-Slavery Commissioner has just released a new report looking at the police's response

to modern slavery. A key recommendation from the Commissioner is the national roll-out of our Navigator programme – echoing similar recommendations from the Home Affairs Select Committee and a House of Lords Committee. Time and time again, key stakeholders are seeing the impact of this crucial initiative, which is rebuilding lives and driving prosecutions - as you can see in the case of a young British county lines survivor on page six.

In Romania, we have supported more than 60 survivors since the beginning of the year and achieved a major policy win: following our work with MPs, Parliament has passed an amendment meaning the state will subsidise the salaries of survivors who are re-entering work after exploitation for 12 months.¹ This will ease their path back into employment and help countless people up and down the country for years to come.

We were so sad to see our team in Romania step down. They leave officially in August. We are working with them to ensure that the survivors in their care receive the ongoing support they need going forward. The Trustees, meanwhile, are looking at what lessons we can learn. Amidst this, we have also been navigating government decisions to cut back investment in tackling modern slavery globally. Our work in Bangladesh has been particularly impacted.

Through it all, we remain hopeful and committed. We know the importance of both. And, as you will read in this report, it is making a transformative difference in so many people's lives. Thanks so much for standing with us.

James Clarry
Global CEO

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Purpose and Strategy

At Justice & Care, our purpose is clear - to join forces to end modern slavery.

We do that in three ways - by undertaking frontline work in the UK, Romania and Bangladesh, through strategic partnerships with like-minded organisations and through a commitment to sparking systemic change, extracting lessons from the direct work and translating them into ways governments and stakeholders can fight this crime at scale.

¹ Updated on 19th September. Previously read: "In Romania, we have supported more than 60 survivors since the beginning of the year and achieved a major policy win: following our work with MPs, Parliament has passed an amendment meaning the state will fund the salaries of survivors who are re-entering work after exploitation for 18 months."



Headline Achievements

JANUARY TO JUNE 2025

Over the last six months, our impact includes

4,238

SERVICES PROVIDED TO

1,612

SURVIVORS AND VULNERABLE INDIVIDUALS

1,747

FRONTLINE PROFESSIONALS TRAINED

99

VICTIMS SUPPORTED TO EXIT SITUATIONS OF TRAFFICKING AND EXPLOITATION

18

TRAFFICKERS CONVICTED AND A TOTAL OF

110

YEARS OF COMBINED PRISON SENTENCES

371

PROSECUTIONS OF EXPLOITERS SUPPORTED

Significant Systemic Change Including:

- Justice & Care Bangladesh (JCBD) signed a Memorandum of Understanding (MoU) with the Ministry of Law, Justice, and Parliamentary Affairs' Law and Justice Division. This is the first-ever MoU the Ministry has signed with an NGO, providing a formalised platform to enhance JCBD's prosecution work.
- In a powerful step forward, a private witness - who is a Rohingya refugee - gave evidence in a human trafficking trial via video conferencing for the first time in Bangladesh's history, thanks to work from the JCBD legal team. The case had stalled until his testimony allowed the trial to move forward.
- Cuckooing will become a criminal offence in the UK following years of work from Justice & Care and the Centre For Social Justice (CSJ).
- Justice & Care (JCRO) collaborated with MPs to promote a new amendment that was passed by the Romanian Parliament, making it easier for survivors to secure employment.

Detail by Strategy

Direct Work



213 SURVIVORS CARED FOR

14 ACCUSED TRAFFICKERS ARRESTED

13 EXPLOITERS CONVICTED

1,153 FRONTLINE PROFESSIONALS TRAINED

During the last six months, our UK Navigators have built on previous successes and delivered strong results in critical areas.

Survivor aftercare: We are piloting a new Violence Against Women and Girls (VAWG) Victim Navigator. She works within the London Metropolitan Police to provide support specifically to sexual exploitation victims. Most of her cases at the moment involve British nationals. The Navigator is also collaborating with a project designed to identify the most harmful offenders in relation to VAWG offences. Key partnerships have also been developed to provide training to other services who support sexual exploitation survivors and may wish to report the crime to police.

Being the trusted bridge between survivors and police: Nearly all survivors we have worked with (97%) have engaged with a police investigation during this period, and a third of survivors are directly supporting the prosecution of their exploiters.

Justice: 13 convictions have been secured as a direct result of the intervention of our Navigators across four cases this period. In one case in Scotland, five defendants were found guilty on 54 charges after our Navigators supported women who had been groomed through the 'lover boy' method, manipulated into crack

cocaine addiction, and coerced into sexual exploitation.

International engagement: Our GLAA Navigator met with the Work Rights Centre to raise concerns about the efficacy of International Recruitment Hubs, set up to help displaced international care workers find new sponsorships. The Work Rights Centre is addressing these issues with partners.

Systemic change: Thanks to J&C's advocacy since 2021, cuckooing is now set to become a criminal offence in the Crime and Policing Bill. This important first step will help reduce the criminalisation of victims and provide police with legal recourse to follow up on suspicions of exploitation. Meanwhile, independent consultants have endorsed our Victim Navigator Programme embedded within Scotland Police - saying data from survivors 'highlights the profound difference' our support has made to their recoveries. During this time period, our Gangmasters and Labour Abuse Authority (GLAA) Navigator also supported a survivor of care sector exploitation to speak at the parliamentary launch of Justice & Care's forced labour report. The survivor said, **'I am grateful to you that you believe in me and invited me. It's my pleasure of standing with such people. Now I am grateful to God that whatever happened in my life happened for a good cause.'**

In their words...

It took a long time [for me] to accept the police's help to be safe, and I don't think I would have stuck with the investigation without my Navigator.

Survivor, UK

They [my Navigator] made me feel heard and valued. Also, they have given me the assurance that I'm never alone.

Survivor, UK

They gave me emotional support, they made me feel better than before, and they gave me guidance and protection. I am forever grateful to them.

Survivor, UK



97 VICTIMS REMOVED FROM EXPLOITATION

831 SURVIVORS AND SHELTER HOME RESIDENTS CARED FOR

102 SURVIVORS REPATRIATED

42 ACCUSED TRAFFICKERS ARRESTED

371 PROSECUTIONS OF EXPLOITERS SUPPORTED

5 EXPLOITERS CONVICTED

594 FRONTLINE PROFESSIONALS TRAINED

Our Bangladesh team has played an ongoing role in influencing the national approach to trafficking:

Aftercare: We have been making significant progress working within government-run shelters to support female survivors and vulnerable individuals. When we began partnering, many of the residents presented significant mental health challenges and shelter staff were unaware of their backgrounds. We have been working with shelter staff to train them in understanding trauma, therapeutic activities and addressing misconceptions about mental health, and working with residents to provide support. The work has been so successful that we have now taken on supporting 10 shelters, up from six during the pilot.

Justice: Our team has continued to provide comprehensive legal support to a large cohort of 371 human trafficking cases this period. Alongside legal support, we have been increasing the capacity of our Case Investigations Support (CIS) Unit, which supports Investigating Officers at police departments in gathering intelligence to build profiles of accused traffickers, assists direct cross-border rescue of Bangladeshi citizens and works with survivors to build strong criminal justice cases before handing them over to our prosecutions team.

Prevention: Our Prevention team administered a survey to 500 people in border areas with known trafficking activity, designed to identify those at-risk. More than 100 women and girls were identified as being most vulnerable and, to date, 68 have received income generating training, including poultry farming and tailoring, as well as vocational training.

Systemic change: We previously noted that the Ministry of Home Affairs had agreed to adopt a National Referral Mechanism (NRM) software, developed by Justice & Care, to manage human trafficking case referrals nationally. This software is now live on the Ministry of Home Affairs website, and will integrate the national ID database, passport database and birth certificate database. This marks a significant step forward and we will support the roll out in its early stages. Meanwhile, the victim identification guidelines we created have helped government-run shelter homes to recognise 187 trafficking victims, after we demonstrated to the Department of Social Services the need for their use.

Survivor To Pursue Law Career After Standing Up To Her Own Trafficker

Tumpa*, was trafficked to India when she was 16 and endured severe sexual exploitation, but managed to escape. After months in a shelter home, she was supported to safely return home to Bangladesh through our repatriation service. Upon her return, Tumpa faced societal stigma and struggled to reintegrate because of the unfair judgement she received from her community. She received comprehensive support from Justice & Care, including counselling, medical care, and reintegration assistance. Determined to seek justice, she pursued legal action against her traffickers with support from our legal team. Despite facing threats and attempts to bribe her family, Tumpa's resilience led to the ringleader being jailed for life and three others to five years each. She made history by becoming the first trafficking survivor in Bangladesh to receive court-ordered compensation, totalling ₳160,000 (£1,030).

Tumpa passed her Secondary School Certificate exam with a strong GPA and is now enrolled in higher secondary education, with the ambition of eventually establishing a career in law. She works at JoyJatra Food Corner – a small restaurant recently set up by five survivors we have supported, which provides her with financial independence. Her journey is one of hope, empowerment and immense strength.

After passing my HSC exam, I'll pursue Bachelor of Laws and Master of Laws degrees and eventually become an advocate. As an advocate, I aim to serve Justice & Care and provide support to marginalised individuals who cannot fight legally against their perpetrators. Tumpa

*Name changed to protect identity.





We are proud of our work in Romania over the last six months and are now considering our next steps:

Context: In June 2025, we wound-down our activities in Romania and will pause while we consider future strategic opportunities to tackle modern slavery. The wind-down occurred after the resignation of key team members in Romania made continuing operations unviable in the short term. Since our Romania team handed in their resignations, our UK Navigators and the Romania team working their notice periods have been working with the Romanian National Anti-Trafficking Agency (ANITP) to transition survivors with active support plans to other relevant services. The UK Navigators will continue to support 12 remaining cases, as they relate to ongoing police investigations in the UK.

Aftercare: Throughout the six month period, we provided personalised support tailored to 64 survivor's needs - including assistance with material and financial needs, such as buying food, clothes, hygiene products, and transportation. Navigators also offered emotional support, helped secure stable accommodation, and supported survivors in finding employment. In one case, our Navigator supported a survivor of labour exploitation at a farm,

securing emergency accommodation, medical assistance, access to professional counselling and retrieving his birth certificate to obtain a new identification card. Our Navigator also supported the survivor when he fell ill, mobilising an ambulance and travelling to the hospital for emergency assistance. On top of this, the Navigator has continued to support the survivor by providing updates on the court trial date and helped with his job search.

Systemic change: JCRO collaborated with Romanian MPs to promote a new amendment that was passed by the Romanian Parliament. This amendment intends to make it easier for trafficking survivors to secure employment, as potential employers can claim 12 months of state subsidy when they hire survivors for a minimum of 18 months.² Alongside this, JCRO initiated work with the Labour Ministry to recognise the Victim Navigator role as a formal profession under the Code of Occupation in Romania. The intention would be for this role to work directly with National Agency Against Trafficking in Persons (ANITP) on a national scale.

Global Partnerships

We are partnering operationally with more than 150 organisations. Recent work includes:

Bangladesh: We have now secured a new partnership with the Australian Government to run a project aimed at disrupting trafficking networks operating with impunity across Bangladesh, Malaysia and Indonesia. The survivor-informed project will seek to improve information sharing between each country involved and the dissemination of safe migration advice to communities vulnerable to trafficking.

Romania: Our groundbreaking research on child trafficking in Romania was circulated to academics and government stakeholders in Romania including, the Ministry of Education, the Ministry of Interior, National Agency Against Trafficking in Persons (ANITP), law enforcement officials, and others, and was presented at the National Government Coordination Committee on Trafficking in Persons and OSEC conference in Vienna.

UK and USA: Justice & Care continued to co-lead the Global Prosecutors Consortium with the McCain Institute,

gathering 15 leading prosecutors and expert advisors for the third in-person Summit in Rome. Consortium members met with national and international leaders in the anti-trafficking space, including Vatican representatives. The prosecutors also continued engagement with the Global Commission on Modern Slavery and Human Trafficking, exploring the unique role the Consortium can play to bridge the gap between legislation, policy, and practice. The Policy and Advocacy Team also provided input to the Global Commission on Modern Slavery for their report published in April.

UK Policy and Advocacy

- February saw the culmination of more than three years of research and advocacy with political leaders to make cuckooing a criminal offence when the Government introduced a new cuckooing offence as part of the Crime and Policing Bill. The Bill will complete its parliamentary process and will become law later in the year. We continue to engage with MPs and civil servants about how the offence will be implemented and the accompanying statutory guidance.
- Exploitation in the adult social care sector has been a major focus in this period which has seen changes to the immigration rules introduced. The Policy and Advocacy Team has worked with Tony Vaughan MP to raise concerns about the support available to help displaced exploited care workers to find new employment and published a short commentary on the changes proposed in the white paper.
- Other notable events include joining a panel moderated by the Independent Anti-Slavery Commissioner at the Home Office launch event for updated statutory guidance which we contributed to, co-hosting an event on Modern Slavery and Supply Chains with the City of London Sheriff with keynote speaker Baroness Theresa May, and hosting Minister Jess Phillips at a visit to our Victim Navigator Programme.

² Updated on 19th September. Previously read: "JCRO collaborated with Romanian MPs to promote a new amendment that was passed by the Romanian Parliament. This amendment intends to make it easier for trafficking survivors to secure employment, as their salaries will be funded by the state for 18 months, encouraging companies to support the employment of survivors."



Global Research

- In collaboration with the University of Greenwich, we published *Hidden Chains and Missing Links: Child Trafficking in Romania – A Comprehensive Study*. The report explores the scale and demographics of child trafficking, key vulnerability factors, levels of awareness, and the effectiveness of prevention efforts. Findings have been widely disseminated across Romania and with international partners to support evidence-based policy and practice. We also completed a research project focused on the life skills needs of Romanian survivors, in partnership with St Mary's University.
- In Bangladesh, we are undertaking *A Comprehensive Study on the Needs and Provision of Services to Child and Adult Survivors of Commercial Sexual Exploitation, Prior to, During and After Discharge from Government-Run Shelter Homes*, in partnership with the University of Dhaka.
- In June, we co-hosted an Expert Roundtable with Royal Holloway, University of London, on early intervention for care-experienced children and young people at risk of exploitation in the UK. A summary report will be released in the Autumn and phase two of this work will put a more in-depth focus on female British nationals, and an emphasis on sexual exploitation.

Four Exploiters Convicted With Survivor Making Progress Towards a Brighter Future

Our Greater Manchester Police Navigator has been providing support to a young British man forced to run a county drug line through threats, violence and manipulation of his drug dependency. After identifying his case through police reports, our Navigator advised officers, leading to the arrest and charging of his four exploiters in May 2024.

The survivor faced serious intimidation from his exploiters' associates, including violence and kidnapping. With our consistent support, he stayed engaged with the police and regular contact helped him reduce drug use, access banking to manage his finances, access healthcare and reconnect with family - boosting his stability and emotional resilience. The survivor said: **'Thank you for all your support and check-in calls. Your advice makes sense and is helping so much.'**

Our Navigators arranged a pre-trial court visit for the survivor and attended part of the trial with him – which resulted in four traffickers being convicted, each receiving a four year sentence. After bravely testifying in court, the survivor said: **'I really am proud, I really put my foot down on them... Thank you so much for giving me the confidence**

to stand up for myself.' We are now pursuing new housing options with the survivor and he is training to become a security guard, with a guaranteed job at the end.



Deep Dive

This 'deep dive' section provides detailed insights into an area of our work or challenge we face. In this report we explore the impact of our Champion Survivor programme in light of its final external evaluation. The peer-led aftercare model has now been independently endorsed and sets a new standard.

From Survivors to Changemakers

Our Champion Survivor Aftercare Programme in Bangladesh represents a transformative, survivor-centred response to aftercare of modern slavery survivors. At its heart is a powerful premise: those who have experienced exploitation are uniquely positioned to support others through recovery and reintegration. Through this model, 20 sexual exploitation survivors, all women and girls, have emerged as Aftercare Case Facilitators (ACFs), delivering trauma-informed care, while building independent lives of their own. Each ACF is a 'Champion Survivor' who once received support through Justice & Care's aftercare services and has since journeyed through recovery, received structured training, and been employed to support others. The programme pairs these ACFs with new survivors, fostering a uniquely empathetic relationship grounded in trust, shared experience, and hope.

This approach was designed for survivors in order to enable sustainable recovery, improve mental and physical well-being, build economic resilience, and reduce vulnerability to re-trafficking. Services include para counselling, healthcare, income-generating and vocational training, family reunification, legal liaison and community support. The programme has now been independently endorsed by external consultants who followed it over three years.

Healing and hope

ACFs and the survivors they support demonstrated improvement in their mental health, which was monitored by World Health Organization (WHO) standardised tests. There has been statistically significant improvement for survivors for psychological symptoms, general well-being and depression, anxiety and stress, while ACFs (who did not take depression, anxiety and stress assessment) showed significant reduction in psychological symptoms. There was also significant improvement in survivors' hope for the future, self-confidence and ability to connect with family and wider society, and they reported increased use and effectiveness of self-care activities. As evaluators noted, 'despite facing ongoing struggles... the indicators suggest progress toward reintegration into communities'.

Survivors consistently validated the peer-led model. Trust ratings for ACFs

were exceptionally high (4.74/5), as were ratings for clear communication (4.69/5) and acceptance (4.85/5). **'[The ACF] can talk beautifully in an organised manner; and she can understand what I want, what I want her to understand', said one survivor. '[They] can read my face when I am sad or want to know about something.'** The emotional safety and relatability of ACFs were cited as key to survivors' willingness to open up and engage in their own recovery.

Respected leaders

ACFs, too, have undergone remarkable transformations. Once displaced and disempowered, they are now salaried professionals, financially independent, emotionally resilient, and respected in their communities. Alongside reporting stronger mental health, they described reduced self-blame, improved conflict resolution skills, and increased confidence in responsibilities such as case management, legal liaison, and community outreach. One ACF said, **'I do not think [I] would need any further support... I myself will be able to work [it] out using the 27 months of experience [of working with J&C].'**

Their work has had ripple effects within families and communities. One ACF shared, **'The family that did not accept me as a victim of trafficking, the same family is now perceiving me that I have now become something.'** Such testimonials signal not just personal recovery, but a shift in how survivors are viewed. ACFs are now recognised leaders, with many serving on District Anti-Trafficking Committees and contributing to local anti-trafficking responses.

High quality service

The model also ensures that ACFs work hand-in-hand with professional staff. Survivors reported similarly high levels of satisfaction with both ACFs and other Justice & Care staff, reflecting a consistent quality of service provided by those with professional expertise and lived experience. The quality of services delivered also remained consistently high. Survivors rated income generation activities (4.68/5), medical aid (4.61/5), and material support (4.64/5) as especially valuable. The

slight decline in perceived usefulness of counselling was interpreted positively, marking a shift from external reliance to internal resilience.

Challenges remain, particularly in overcoming social stigma and navigating complex family dynamics. Some ACFs face emotional strain from hearing others' trauma but, with support from the Justice & Care team, continue to show exceptional resilience and commitment. 'If I am not given a task, I will not be able to learn,' one ACF told evaluators.

Champions

Justice & Care's survivor-led model has not only restored lives, it has pioneered survivor leadership, resilience, and care in Bangladesh. These women are no longer viewed as victims - they are care providers, community leaders, and changemakers, standing tall, supporting others, and reshaping the very systems that once failed them.

The independent evaluators concluded: **'The unique survivor-led aftercare model introduced by Justice and Care has demonstrated measurable success in improving the lives of both survivors and peer facilitators. Both qualitative and quantitative indicators support its efficacy in improving wellbeing, reducing distress, enhancing reintegration and regaining of hope among the survivors. It is important that the policy makers are oriented about the model and its efficacy.'**

Thank you for standing with Justice & Care.

Together, we are bringing freedom and hope to survivors, securing justice against those responsible and sparking systemic change. 7

