

CEO Overview

We're pleased to bring you another impact report, showcasing our work from January to June 2026.

When we look at the global statistics, with 6,313 services delivered to 1,601 survivors and vulnerable people, you can begin to imagine the work involved from the whole Justice & Care team to deliver this level of support. I would like to start by thanking the team for their tireless work.

When I heard about Shila's* story in Bangladesh (page 6), I was struck by how these figures come to life through the lived experience of the people we work with. Facing significant symptoms of trauma, Shila received psychiatric medication and regular follow up in Barisal Safe Home. Her progress didn't go unnoticed, with her brother saying, **"I feel like my sister is back with me. Thank you for everything you have done; we would never have found her without your help."**

As we work with survivors like Shila to achieve better criminal outcomes, the value of dignity continued to shine through. Ensuring that survivors are treated as worthy of respect and honour is at the heart of our work, so it became clear to me that it was time to refresh our values and include 'dignity' as a core value that guides everything we do.

This was reinforced when we submitted findings from our lived experience advisory panel to the Ministry of Justice consultation on the Victims Code. We believe that lived experience should always inform research, policy and programme improvement and are delighted that our survivor-centred practice could contribute to the Code of Practice for Victims of Crime nationally.

This was also a clear recommendation in our 'A Decade of Dignity' report (which you'll learn more about on page 8). This collaborative approach through a consortium of anti-slavery charities, and led by our Head of Policy and Advocacy, sets out a bold vision for the UK government to tackle modern slavery in the UK over the next ten years. It reinforces

our commitment to joining forces to amplify the work already being done, and the voices of survivors at a national level.

Another exciting development in the life of Justice & Care is that we are developing a new delivery model throughout 2026-2027 for our UK operational impact (page 5). Several specialist units will form across national (i.e. Scotland), regional (i.e. the North) and metropolitan areas (i.e. Manchester), enabling us to affect change for survivors by establishing expertise on different forms of exploitation across the UK and Northern Ireland. In July 2026 we launched the pilot phase for the Sexual Exploitation Unit which is situated in the Met. This runs alongside the new accreditation which is being piloted across our internal team, after strong support from the steering group and public consultation.

We continue to work towards our strategic framework, where our models and new ways of working ensure justice is served and our programmes deliver exceptional care to all who need it. We celebrate when lives are restored, families are re-united and where our input creates lasting, systemic change. This report will showcase all of this.

As you will have heard by now, I am leaving Justice & Care in early 2027 to take up a new role in a different part of the charity sector. Therefore, this will be the final impact report overview that I will write as CEO. Once again, I give my heartfelt thanks to the whole of the Justice & Care team, who I have had the privilege to lead, and who continue to work with unwavering commitment to create meaningful and lasting change. I also thank you, because your investment in this charity has enabled us to deliver this transformative work.

With best regards,

James Clarry
Global CEO

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We celebrate when lives are restored, families are re-united and where our input creates lasting, systemic change.



Purpose and Strategy

At Justice & Care, our purpose is clear - to join forces to end human trafficking.

We do that in three ways - by undertaking frontline work in the UK and Bangladesh, through strategic partnerships with aligned organisations and through a commitment to sparking systemic change, using the lessons from our direct work to shape policy, strengthen practice, and equip governments and stakeholders to tackle this crime at scale.



Headline Achievements

January to June 2026

Over the last six months, our impact includes:

6,313

SERVICES DELIVERED TO 1,601 SURVIVORS AND VULNERABLE PEOPLE – FROM LEGAL SUPPORT TO FAMILY COUNSELLING

85%

SURVIVORS AND VULNERABLE PEOPLE DEMONSTRATING INCREASED WELLBEING IN RECOVERY ASSESSMENTS

29

SURVIVORS REMOVED FROM EXPLOITATION – including a 15-year-old girl who was taken from her school in Bangladesh and trafficked to India. A rescue operation took place, and the survivor was placed in a shelter home, while the accused trafficker was arrested.

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TRAFFICKERS CONVICTED AS A DIRECT RESULT OF OUR WORK – including one exploiter who violently and sexually assaulted a sex worker in Dundee. Following a two-week trial, the defendant was found guilty and sentenced to 18 years' imprisonment.

- **In April**, The Prevention and Suppression of Human Trafficking and Smuggling of Migrants Act 2026, drafted and heavily influenced by Justice & Care Bangladesh (JCBD) and their frontline work, was passed by the Bangladesh Parliament, finally becoming enshrined in law. In June, the Ministry of Home Affairs formally requested further support from JCBD to draft guidance on implementing the Act. Following the law's passage, JCBD trained 126 judges and prosecutors and 35 law enforcement officials to support implementation and strengthen access to justice for survivors
- **In June 2026**, our UK Head of Policy and Advocacy, Tatiana Gren-Jardan fronted the launch of Decade of dignity: a strategic vision for eradicating modern slavery in the UK. A consortium of leading anti-slavery organisations was convened by Justice & Care to launch the report, which sets out key recommendations to the Government for fighting modern slavery in the UK over the next 10 years. These recommendations were developed in consultation with professional experts and lived-experience participants.
- **After three years of intensive work**, Justice & Care Bangladesh received a national government award recognising its contribution to transforming care and support within government-run shelters and safe homes.

Detail by Strategy

Direct Work



263 SURVIVORS CARED FOR

14 ACCUSED TRAFFICKERS ARRESTED

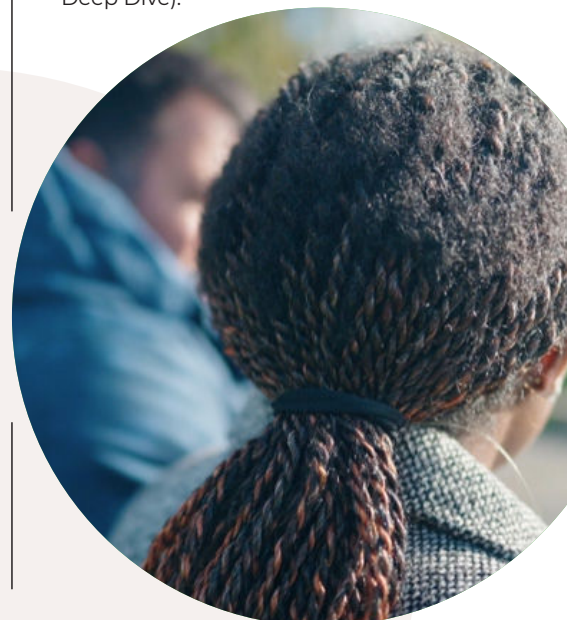
10 EXPLOITERS CONVICTED

600 FRONTLINE PROFESSIONALS TRAINED

In the last six months, the shape of our UK Anti-Trafficking Operations have shifted to leverage the specialist expertise we have gained over the past eight years of embedding our Victim Navigators in law enforcement. We have launched a new Sexual Exploitation Unit, the first of several specialist units we will develop that will concentrate our efforts to affect change for survivors of these devastating forms of modern slavery.

Casework this period include:

- Our Navigators in the East Region are supporting a British male survivor of criminal exploitation and cuckooing to rebuild trust in the criminal justice process. The survivor was forced to drive drug dealers around in repayment of debt and was threatened with violence towards his children. After a prolonged period of instability, during which the Navigator supported the survivor with frequent moves, due to fear and ongoing uncertainty, the survivor has now settled in Birmingham and secured permanent employment with an annual salary of £40,000. The survivor remarked, **“you have been my strength. When I could not talk to anyone else I knew I could pick up the phone and speak with you... you have listened to me from the start and you have kept me going”.**
- A female survivor of commercial sexual exploitation for financial gain, who was previously supported by our Navigators in the East Region, **moved to Glasgow and received immediate support from our Scotland Navigator.** They assisted the survivor with gaining access to legal advice relating to her immigration status, registering with a local doctor, and signing relevant forms for her legal aid application. With Navigator support, the victim has provided a video recorded interview, and the police are pursuing further potential victims in this case.
- As part of her recovery journey, a **female Czech survivor of sexual exploitation**, who is a musician, felt that music might be a therapeutic tool to aid her recovery. **Our Met Navigator** reached out to Justice & Care networks seeking a keyboard donation. After successfully securing a keyboard, the survivor expressed that she believed it would support her recovery and well-being. The Navigator continues to support her other needs, including ensuring she can access Personal Independence Payment (PIP) benefits for financial assistance.
- In another case, a young survivor of organ harvesting who initially struggled to engage in school and spoke very little English passed his first English and Maths examinations following support from his Victim Navigators, enabling him to participate more fully in education and everyday life
- **Securing justice for survivors:** In the first half of 2026, Victim Navigators have supported survivors to pursue and secure criminal justice against 10 exploiters. This includes supporting three survivors through a gruelling court case against Ross Davidson, a musician and performer, who was convicted of rape, sexual assault and voyeurism following survivors' bravery and perseverance at court. (See Survivor Story.)
- Alongside this, Justice & Care was selected as the new provider of the National Matching Service on behalf of Bright Future Co-operative, helping survivors of modern slavery access ethical employment and sustainable routes into long-term recovery
- **Victim Navigator Accreditation:** Over the past year, we have developed a national accreditation framework for the Victim Navigator Programme, led by a steering group of survivors, police
- partners, frontline organisations and subject-matter experts to ensure the model can be delivered consistently while maintaining quality, independence and survivor-centred practice. Following strong support in a public consultation, the framework is now being piloted across our internal Victim Navigator team, with the final standards and accreditation guidance expected to be published in late autumn.
- In the first half of 2026, our UK Policy and Advocacy team submitted evidence to consultations by the Home Office, Scottish Government, US State Department, Ministry of Justice and the new UN Special Rapporteur on contemporary forms of slavery and trafficking in persons. We were pleased to include input from our lived experience advisory panel in the Ministry of Justice consultation on the Victims Code.
- In Parliament, we supported House of Lords amendments calling for statutory provision of Victim Navigators. Following the King's Speech in May, we published an analysis of the modern slavery proposals and provided briefings to MPs and peers, who raised our concerns during parliamentary debates. We also supported Carolyn Harris in meetings with the Minister for Border Security and Asylum and the Minister for Care, continuing to highlight concerns about displaced exploited care workers. We also launched the Decade of Dignity report in collaboration with a consortium of leading anti-slavery organisations (see Deep Dive).



Survivor story



Three survivors secure justice after “prolific” offender is found guilty. In January 2026, a multiple offender of violence against women and girls, was convicted after we supported four survivors to give evidence against him in court. He was sentenced to 14 years imprisonment in April. ➤

The perpetrator, Ross Davidson, exploited his position as a performer and musician to carry out what police have called **“cowardly and opportunistic assaults against his victims”**, some of which he video-recorded. All of the survivors supported by our Victim Navigators had suffered with trauma and poor mental health on account of what they endured, one of whom was a minor when the offences occurred. After first being convicted of rape, sexual assaults and voyeurism in July 2024, Ross Davidson was found guilty of additional charges during a second trial in 2026 and sentenced to 14 years imprisonment.

We began supporting an initial survivor in 2022 and, as the investigation progressed, went on to support five survivors connected to the case. Due to the severity of the exploitation and prolonged court proceedings, many survivors experienced significant mental health challenges and received intensive emotional and psychological support arranged through our Victim Navigators.

Our Navigators provided holistic support plans to help survivors recover and rebuild their lives, including assistance with financial claims, skills training and access to gym facilities. They also supported survivors throughout the court process, including arranging special measures, with our national network enabling face-to-face support from Navigators in Scotland, London and the Eastern Region at critical stages of the investigation and proceedings.

When hearing news of the final conviction one survivor told us, **“I couldn't have got through this without you... Thank you so much for believing in me, thank you for all my counselling and thank you to everyone you work with for what they do.”** The Investigating Officer in this case similarly shared of the Navigator, **“You have kept us sane over the last few weeks and given us, as well as the victims, so much support. It is just awesome what you do.”**

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I will never be able to thank you enough for the support you have given me during this whole thing. Thank you for everything.

Survivor supported to attend sentencing of exploiter





25 VICTIMS REMOVED FROM EXPLOITATION

1,175 SURVIVORS AND SHELTER HOME RESIDENTS CARED FOR

52 SURVIVORS REPATRIATED

7 ACCUSED TRAFFICKERS ARRESTED

406 PROSECUTIONS OF EXPLOITERS SUPPORTED

7 EXPLOITERS CONVICTED

936 FRONTLINE PROFESSIONALS TRAINED

Overview: In the first half of 2026, Bangladesh had a national election followed by a series of administrative transitions. Whilst government personnel changed and administrative processes slowed across relevant ministries, Justice & Care adapted to the evolving context, still achieving significant programme and systemic change wins.



We continued to support vulnerable people to recovery and help shape the national response to trafficking through:

Change in government-run shelters and safe homes. After three years of intensive work, Justice & Care has driven institutional change in government-run shelters and safe homes in Bangladesh. As a direct result of our work, shelters have integrated market-linked livelihood activities, formally adopted risk-informed reintegration decisions, improved survivors' access to civil documentation, and taken greater ownership of mental health support, reintegration planning, and safeguarding. Justice & Care were presented with an award from the Government of Bangladesh on National Social Services Day 2026, acknowledging our contribution to strengthening institutional capacity, improving service quality, and promoting survivor-centred, rights-based practices in Social Services-run shelter and safe homes.

Joint operations in India. JCBD supported 25 rescues of survivors this reporting period, 3 of which were cross-border rescues in collaboration with partners in India and Malaysia. In one case, a 15-year-old girl disappeared from school in January leading her family to file a report with police. JCBD worked closely with the family and the investigating officer to identify those suspected of handing the girl over to a trafficking syndicate for transit to India. During this time, the girl's family were able to contact their daughter via video call, during which they could observe that she was being held against her will and unable to speak freely. This information formed the basis of a petition to a Bangladesh Anti-Human Trafficking Tribunal, leading our India-based partners to initiate a rescue operation. As a result of the operation, the survivor was taken to a shelter home, while the accused trafficker was arrested. JCBD are now working to coordinate her safe return to Bangladesh through formal repatriation.

Tackling trilateral MSHT to Australia:

As part of a wider project funded by the Australia Border Force, and building on findings from research commissioned to analyse intelligence on trafficking hotspots and transit routes between Bangladesh, Malaysia, Indonesia and Australia, JCBD brought together their Case Investigations, Prosecution, Prevention and Aftercare work to raise awareness among vulnerable populations and law enforcement. The team delivered awareness workshops in Bangladesh and Malaysia, built partnerships with Malay NGOs and authorities, trained law enforcement, delivered a digital campaign (see below) and produced a documentary portraying traffickers' methods of

recruitment and the hideous treatment of those affected. Of the awareness raising sessions delivered, one attendee told us, **"Many of us hear false promises from brokers, but today's session showed the real consequences."** In January, JCBD worked with Malay partners to facilitate our first rescue of a Bangladeshi national in Malaysia, who we later supported to repatriate to Bangladesh and reunite with her mother and daughter through our Aftercare Team.

Digital awareness campaign. A social media awareness-raising campaign delivered by our prevention team in Bangladesh to increase awareness of trafficking and exploitation risks across Bangladesh, Malaysia, and Australia - gained traction in the first half of this year with over 2 million views across Facebook and TikTok. The TikTok data demonstrates that 27.5% of views are generated by searching queries such as "how to go to Australia from Malaysia" or "go to Australia without money" demonstrating that people are actively looking up immigration questions in Bengali and finding Justice & Care's counter-messaging.

Global webinars disseminating our Survivor Practitioner-led Aftercare Programme. Our Champion Survivor programme also continued to demonstrate the power of survivor leadership. Twenty survivors are now employed as Survivor Aftercare Practitioners supporting others in recovery, while a further 19 trainee Survivor Practitioners are preparing for future frontline roles. The model has attracted significant interest from government agencies and international organisations as a scalable approach to survivor-centred aftercare.

In March, JCBD hosted two global webinars on its Survivor Practitioner-led Aftercare programme in Bangladesh, bringing together 59 anti-trafficking stakeholders from international organisations, NGOs and academia. We shared evidence of the programme's positive impact on survivors and Survivor Practitioners, highlighting statistically significant improvements in recovery, leadership and sustainable livelihoods, as well as its potential for replication and scale. Through presentations, discussion and first-hand testimony, the sessions reinforced the value of survivor leadership and long-term, holistic aftercare in supporting recovery, independence and lasting change. During the same period, Bangladesh's Additional Secretary of the Ministry of Home Affairs publicly endorsed Justice & Care's Survivor Practitioner model, noting that survivor leadership could help make government systems **"more humane and effective."**

Survivor story



BANGLADESH

Bringing Shila* Back Home: A Journey of recovery, dignity, and reunification

When we first met Shila at the end of 2024 in Barisal Safe Home, she was living in a confined room alongside 15 other women living with severe mental health conditions. She displayed significant psychiatric symptoms, including disorganised behaviour, verbal aggression, violence toward others, and chronic sleep disturbances.

Justice & Care Bangladesh (JCBD) immediately recognised Shila's need for support and engaged with the safe home authorities to advocate for a psychiatric intervention. Persisting against prevalent misconceptions surrounding mental health, our sustained advocacy led to psychiatric consultation for all 16 residents, including Shila, in May 2025.

Following the consultation, we supported Shila to receive psychiatric medication and regular follow-up support. Over the following months, her condition improved considerably. Her aggression reduced, her self-care improved, and she became increasingly

responsive and engaged. Later, she found herself able to participate in individual and group counselling sessions and life-skills training.

In 2026, Shila experienced a significant breakthrough when she was able to remember and share details about her family and home. Through coordinated tracing efforts, JCBD located her family in February, and we were able to help her return home in April. During a family counselling session, Shila's elder brother revealed their heartbreaking history. According to her brother, Shila had lived with mental illness since childhood. Her mental health deteriorated significantly following the death of their mother. During this period, she was sexually exploited by a neighbour. The exploitation only came to light when she became pregnant. Although a legal case was filed and she underwent medical examination, her family lost contact with her and was unaware that she had been transferred to the Barisal safe home, or that she later gave birth to a stillborn child.

Now at home, JCBD continues to support Shila with her recovery through follow-up counselling and medication assistance. During a recent visit, her brother shared the profound transformation he had witnessed:

"Previously, Shila was very aggressive and would often become violent towards me and my children. We had to keep her confined because she could not look after herself. Now she talks with me, eats with us, and responds calmly when we speak to her. I feel like my sister is back with me. Thank you for everything you have done; we would never have found her without your help."

Shila's story demonstrates how integrated mental health care, survivor-centred case management, family engagement, and persistent advocacy can restore dignity, rebuild relationships, and create pathways toward long-term recovery and reintegration for some of the most vulnerable survivors.

*Pseudonym used to protect identity

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Traffickers don't play by the rules – it's essential we put the strong, cross-border cooperative frameworks in place to intercept them.

Tariqul Islam, Justice & Care
Bangladesh Country Director

Global Research

During the year, we strengthened the evidence base for tackling modern slavery through research and strategic partnerships in Bangladesh, the UK and internationally. We completed trilateral research with Humanity Research Consultancy into the maritime trafficking and smuggling of Bangladeshi nationals between Bangladesh, Malaysia, Indonesia and Australia, launching the findings through a high-level regional workshop with government, law enforcement and judicial partners to strengthen cross-border cooperation and disruption efforts. We also secured seed funding to evaluate our Border Guard Bangladesh training programme and developed new survivor-centred research into the trafficking of Bangladeshi nationals into cyber-scam centres in Cambodia and Myanmar to inform future policy and programming.

In the UK, we advanced research on preventing the exploitation of care-experienced children and young people in partnership with Royal Holloway and Sheffield Hallam University, while expanding evidence on barriers within the criminal justice response to modern slavery and human trafficking with the University of Greenwich and on victim-centred approaches in Northern Ireland. We also developed evidence for a life skills training framework for Romanian survivors, began examining exploitation

risks facing Romanian nationals in the UK, and contributed to international policy discussions through engagement with the UN Special Rapporteur on Contemporary Forms of Slavery and Trafficking in Persons and the UN Anti-Trafficking Task Team.

Global Partnerships

Justice & Care, the McCain Institute and the Embassy of Liechtenstein convened senior prosecutors and anti-trafficking experts in Washington, D.C. to strengthen international cooperation against human trafficking. The discussion advanced the Global Consortium on Prosecuting Human Trafficking, co-created by Justice & Care and the McCain Institute to build prosecutorial capacity, improve cross-border coordination and support practitioners tackling complex transnational cases.

The convening reinforced the importance of turning international commitments into action through collaboration between prosecutors, law enforcement and civil society. It also highlighted progress in Bangladesh, where Justice & Care's support for investigators, survivor-centred practice and legislative reform has strengthened responses to trafficking, improving prosecutions, justice systems and accountability.

Deep dive

This 'deep dive' section provides detailed insights into an area of our work or challenge we face

Decade of dignity: a strategic vision for eradicating modern slavery in the UK ➤

In June 2026, our UK Head of Policy and Advocacy led the launch of Decade of Dignity: A Strategic Vision for Eradicating Modern Slavery in the UK at an event in parliament that brought together parliamentarians, civil servants, businesses, practitioners and survivors. The report, developed by a consortium of leading anti-slavery organisations, seeks to inform the Government's response to MSHT over the next decade. The report identifies four priority areas for reform to tackle the "low risk, high reward" environment exploited by traffickers.

Ten years after the Modern Slavery Act 2015, the report highlights weak enforcement, fragmented policing, ineffective business regulation and immigration policies that hinder victim support, enabling criminal networks to thrive. It provides a shared advocacy framework, calling on the Government for renewed leadership and urgent action. The report calls for:

- 1. Stronger corporate accountability:** introduce a new law within two years to replace Section 54 of the Modern Slavery Act with legally binding duties on businesses, including penalties for non-compliance.

- 2. A tougher criminal justice response:** make modern slavery a core policing priority, including financial investigations, and advanced data to disrupt criminal networks.

- 3. A survivor-centred system:** removing legal and policy barriers to providing long-term, needs-based care for survivors.

- 4. A national strategy for child exploitation:** create a cross-government strategy to replace fragmented approaches, grounded in children's rights.

The report has been welcomed by Eleanor Lyons, the Independent Anti-Slavery Commissioner who said,

"The rising number of people identified as victims of modern slavery in the UK underscores the urgency of this moment and the need for decisive government action. This report is a powerful cross-sector call to action."

The Minister for Border Security and Asylum, Alex Norris MP, welcomed the report in his introductory speech and said that:

"I see the impact of [modern slavery] in my work every day. Tackling modern slavery is a responsibility across Government departments."

The event concluded with a clear mandate for cross-sector collaboration, perfectly captured by Tom Collins MP who said,

"We need to model the collaboration that we want to see in government by working together. This strategy articulates the basics brilliantly, but now we need to turn that into action and rebuild the momentum behind the fight against modern slavery."

Justice & Care UK will use this report and its recommendations to shape future policy and advocacy, particularly around the modern slavery legislation expected in summer 2026. It will inform parliamentary briefings, speaking notes and proposed amendments, coordinated with consortium members. While the report alone will not deliver change, it provides a strategic framework to help drive reforms that reduce opportunities for criminal networks, prevent exploitation, and enable survivors to rebuild their lives with dignity.

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We are putting out a message ... that the government should think about a long-term and lifelong support strategies for survivors.

Survivor

Thank you for standing with Justice & Care.

Bringing freedom to those living in the grip of slavery, justice to those responsible for human trafficking and sparking systemic change.

Your support is changing lives, and together we end modern slavery.

