

Selfridges Group

Modern Slavery Statement 2024

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INTRODUCTION

Modern slavery as an industry issue is one we care deeply about. Estimates suggest that more people not fewer find themselves trapped in slavery, with no country being able to claim it is slavery-free. We want to play our part in respecting the human rights of workers and preventing modern slavery within our business and the supply chains we rely on.

This is our sixth Modern Slavery Statement, setting out key initiatives and activities undertaken in 2024 to surface, address and prevent modern slavery risks across Selfridges Group.

Over the past year, we have continued to build our capacity to deal with this challenge, including:

- A new, dedicated ESG Committee with a mandate to provide oversight and strategic direction;
- Wider and deeper due diligence of our brand partners;
- More consistent and systematic feedback to our brand partners issued via scorecards; and
- Improved awareness and accessibility of our Whistleblowing Helpline.

In the coming year we have plans to enhance our brand partner and supplier due diligence further; strengthen escalation measures when we detect risk within our supplier base; and collaborate with third-party specialists to challenge and evolve our approach.

We consider these efforts to be an integral part of running a responsible, successful business for the long term. Our colleagues and customers would expect nothing less of us.

Christian Toennesen

Selfridges Group
Sustainability Director

Approval



Andre Maeder

Selfridges Group Chief Executive Officer

26 June 2025 | Signed for and on behalf of Selfridges Group

OUR GROUP

Our businesses

We are a family of four brands working to imagine and create a sustainable future for our people and customers. Customers invest their trust in us to lead in creativity and innovation in fashion, beauty, home, accessories, food and the experiences we offer across our stores and digital platforms. We consistently work to ensure a seamless and inclusive customer journey and experience throughout our businesses.

Selfridges Group is comprised of Selfridges, Brown Thomas Arnotts and de Bijenkorf.

Brown Thomas¹

Ireland

Established in 1849, Brown Thomas is Ireland's premier lifestyle retailer, offering an unparalleled luxury shopping experience. It is a destination for Irish and international visitors alike.

6 Stores

1 Office

1 Digital store

Arnotts¹

Ireland

Arnotts is a Dublin institution. As Ireland's oldest and largest department store, it has held a special place in the city's cultural history since 1843.

1 Store

1 Office

1 Digital store

de Bijenkorf

The Netherlands

Founded in 1870, de Bijenkorf is more than a department store, it is a celebration of art, design, and innovation.

7 Stores

1 Office

2 Digital stores

Selfridges

UK

Selfridges is more than a shop — and since 1909, it has been a social centre powered by imagination, curiosity and creativity.

4 Stores

2 Offices

1 Digital store

1. Brown Thomas and Arnotts are two brands operating as a single entity (Brown Thomas Arnotts Limited) sharing all operations and infrastructure including their head office.

OUR GROUP

People in our workplace¹

Selfridges Group thrives on its identity as being both global and local; a strength that underpins our success. Those who work directly for us and within our supply chains collaborate to fulfil the needs and desires of our customers. Our people fall into two different groups.

Team members

Our team members encompass everyone directly employed by our businesses, spanning our stores, head offices, and the central Selfridges Group team.

Brown Thomas Arnotts

1,800

team members

Selfridges

2,900

team members

de Bijenkorf

2,300

team members

Concession staff, contractors, & agency workers

Other groups of people work on our sites, including concession staff, contractors and agency workers. They are not directly employed by us but by the brand partners and suppliers we contract with.

Brown Thomas Arnotts

4,100

people

Selfridges

10,500

people

de Bijenkorf

1,800

people

1. In 2024, we changed our financial year reporting period from February-January to January-December. As a result, figures stated are estimates as at 31 December 2024. Figures have been rounded.



OUR GROUP

People in our supply chains¹

Our businesses neither own nor operate production or manufacturing facilities, so we rely on our trusted brand partners and suppliers to provide us with products and services. Our brand partners and suppliers employ millions of people, directly and indirectly, across the world, with only a tiny minority working on our sites. We have three types of supply chain partners.

Own-branded goods suppliers

These suppliers provide branded items, such as packaging, or work directly with our businesses to create small, select ranges of own-brand products.

Brown Thomas Arnotts

<10

suppliers

Selfridges

53

suppliers

de Bijenkorf

23

suppliers

Brand partners

Most of the products our businesses sell are from third-party brand partners. Our businesses do not directly manufacture nor source these products, but curate them for our customers.

Brown Thomas Arnotts

2,100

brand partners

Selfridges

2,950

brand partners

de Bijenkorf

1,000

brand partners

Suppliers of goods not for resale

Our Procurement teams and internal stakeholders directly engage with these suppliers to provide the products and services which we don't sell but which keep our businesses going.

Brown Thomas Arnotts

900

suppliers

Selfridges

2,500

suppliers

de Bijenkorf

1,900

suppliers

A SUSTAINABLE FUTURE

Imperative 1

Climate

Responding to the climate crisis and becoming a net zero business

Imperative 2

Materials

Switching to environmentally low-impact and responsible materials

Imperative 3

Livelihoods

Promoting decent work and healthy livelihoods across our value chains

Imperative 4

Workplace

Creating a rewarding and inclusive workplace like no other

Imperative 5

Circular

Mainstreaming new circular business models

Our Five Imperatives

Our Five imperatives set out the most material sustainability challenges and opportunities in our industry, the responses to which will drive our business forward and help us progress against the biggest issues of our time. Developed in 2021, the Imperatives serve as pillars for guiding our strategic decisions, ensuring consistency and alignment across Selfridges Group. For each Imperative we have defined plans, roles and responsibilities, executive sponsorship, and desired outcomes. Three of the Five Imperatives come with a direct or indirect focus on people and human rights:

Materials

A framework for us to focus on ethically sourced materials and improved traceability.

Livelihoods

Provides guidelines for us to manage ethical trade risks and considered purchasing practices within our value chains.

Workplace

Sets out priority areas within the workplace on our sites and premises.

A sustainable framework

Our operating businesses enjoy significant autonomy to address the Five Imperatives. Their strategies and initiatives are guided by an operational framework that paves the way towards a sustainable future. The framework has been the cornerstone of Selfridges Group’s sustainability strategy since 2017. Comprising of 13 goals, each strategically aligned with one of the Five Imperatives, our primary objectives aimed at addressing modern slavery are:

Materials

No 3: Increase low-impact materials and traceability

Livelihoods

No 6: Elevate ethical trade practices

Workplace

No 9: Ensure fair and competitive pay

OUR GOVERNANCE & POLICIES

Group governance

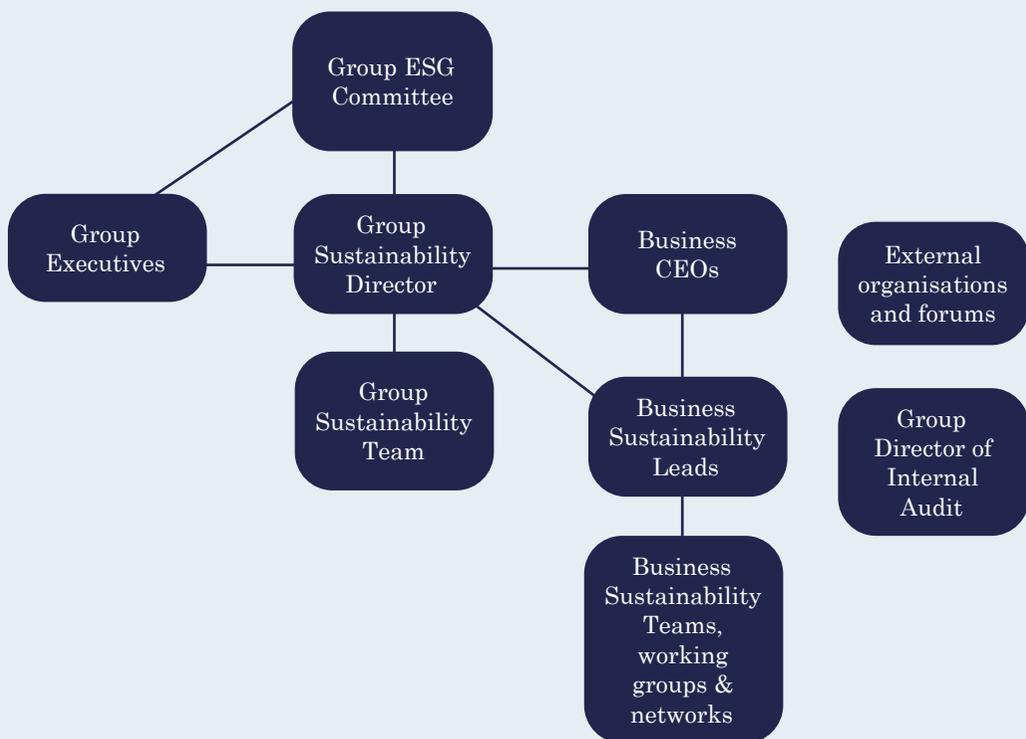
In 2024, we introduced a Group ESG Committee, bringing together the Selfridges Group executive management to strengthen oversight and advise on environmental, social and governance reporting and priorities across both Group and Banners. Whilst Cambridge Retail Group Holdings Limited retains ultimate reasonability of compliance with the Modern Slavery Act, the ESG Committee is a necessary forum to ensure that the broader Group sustainable business strategy is considered and adhered to.

Business governance

Sustainability risks, including those related to modern slavery, are integrated into relevant business risk management frameworks and are subject to regular discussion in general business reviews.

Sustainability specialists

Our Group Sustainability Director is responsible for the day-to-day management of our Group sustainability programme. They, alongside our Group sustainability team, collaborate closely with Business CEOs and Sustainability Leads to facilitate the development and implementation of each individual business' sustainability strategy, ensuring alignment with Group priorities.



Policies

Human resources policies & processes

Our expectations of, and our responsibilities towards, our team members are defined in our businesses' Codes of Conduct, people policies and processes. These are provided to new starters, referenced in inductions, mentioned in handbooks and made available on our businesses' intranet sites.

Selfridges Group Code of Ethics

Our Code of Ethics defines how we approach issues that are important to us and those we engage with, including modern slavery. It offers guidance on how we do things and the high standards we expect of each other. It is supported by policies, processes and controls either across Selfridges Group or locally within each business.

Ethical Trade Requirements

Our Ethical Trade Requirements apply to the brands and suppliers we collaborate with, including contractors and branded concessions across all tiers of our supply chain. These requirements are integrated into our standard Terms and Conditions and are consistent across all businesses within the Selfridges Group.

Our Ethical Trade Requirements include clauses that demonstrate our unwavering commitment to eradicating modern slavery, requiring compliance with local legislation and adherence to the ETI Base Code and ILO Conventions. They are discussed and referenced by our Buying and Procurement teams in the brand partner and supplier conversations when applicable.

Purchasing policies & practices

The way we engage with suppliers is considered in terms of our purchasing practices. Businesses within the Group have considered sustainability, ethical trade or modern slavery in their procurement policies, supplier standards, purchasing practices guidance and training or request for proposal processes.

In 2024 Selfridges modified their purchasing practices training to make it more suitable for multiple audiences, involved in the buying of own-bought products. They also engaged with Better Buying Institute for the second time. Feedback from a larger population of their suppliers was used in an assessment of Selfridges' own purchasing practices. An action plan has been established to guide further improvements and support more responsible sourcing.

de Bijenkorf continued to maintain purchasing practices training materials for all commercial colleagues. These materials aim to support consistent and responsible engagement with brand partners across the business.

OUR GOVERNANCE & POLICIES

Forum	Scope	Membership	Cadence
ESG Committee	Advises the Board of ESG priorities across the businesses, including reporting dashboards against the Five Imperatives.	Group CEO, Group CFO, Group General Counsel & Company Secretary (Chair), Group Sustainability Director, Group People Director, Group Director of Internal Audit, Group Head of Risk & Insurance, Group Legal Counsel (Secretary)	Quarterly
Risk Management Committee	Advises the Board and Audit Committee on the Group's overall risk profile. Utilising the businesses' bottom-up assessment of key risks, the Committee reviews how those risks impact the overall strategic objectives of the Group.	Group Chief Financial Officer (Chair), Group Director of Finance, Group General Counsel & Company Secretary, Group Director of Internal Audit, Group People Director, Group Head of Business Development, Group Sustainability Director, Group Head of IT Risk & Security, Group Head of Risk & Insurance (Secretary & scribe)	Quarterly
Sustainability Leads Monthly	Cross-business forum to discuss strategic priorities for sustainability, addressing monthly challenges and long-term goals across the Group, inclusive of modern slavery related risks, concerns or new initiatives.	Group Sustainability Director (Chair), Group Senior Sustainability Manager, Business Sustainability Leads.	Monthly
Product and Materials Workstream	Cross-business meeting with the Group sustainability teams to discuss due diligence, modern slavery risk and wider supply chain and materials issues.	Group Senior Sustainability Manager, Business Sustainability Teams.	Monthly

RISK ASSESSMENT & DUE DILIGENCE

Workplace Team members

Risk assessment

Modern slavery risks within our team member population are low due to the location of colleagues, nature of work and high levels of control and visibility. We take a risk-based approach, focusing our efforts where the potential adverse impacts are the greatest and where we can influence outcomes.

Location risk

Whilst modern slavery is a global concern, the countries where we employ people have comparatively lower prevalence levels and strong regulatory regimes.

Sector risk

The roles within our company are office- or shop-based, which are considered lower risk industries for modern slavery. During peak periods, we increase the number of temporary retail workers in our businesses.

Our control & influence

We directly recruit and manage our team members, allowing us to maintain oversight and accountability throughout the entire process. Formalised people policies, processes and controls in place help to mitigate any potential risks, ensuring a safe working environment for all our team members.

Our action

For this group, our priority is to raise awareness of modern slavery issues, the signs to look out for, and where to seek support or raise concerns.

Due diligence processes

Right to work

We review our new team members' right to work as part of our onboarding processes. Our systems are either automated to prompt checks on a person's right to work and visa requirements, or we have a standard process in place to ensure checks are completed.

Grievance

We have grievance processes in place for team members to address any concerns or issues that they have.

Proactive monitoring

We monitor key team member details via our HR information systems to identify and investigate any unusual patterns which might indicate an issue.



RISK ASSESSMENT & DUE DILIGENCE

Concession staff, contractors, & agency workers

Risk assessment

The modern slavery risk within this population of people working on our sites is higher compared to team members, but still relatively low.

Location risk

This group includes concession staff, contractors, and agency workers based on our sites, again in countries with lower prevalence of modern slavery.

Sector risk

In addition to retail workers, some workers in this group are in industries of higher risk, including construction, cleaning, security, building services, waste, food and restaurants, logistics and recruitment.

Our control and influence

Our concession and supplier partners who we directly select and specify the goods or services they offer to us, are responsible for employment procedures and ensuring workers' identity documents and their right to work are verified accordingly.

Our action

For this group, our priority is ensuring that the organisations that employ these people have appropriate measures in place to tackle modern slavery. We have visibility of their practices as we work alongside them, with a focus on increasing awareness and highlighting where to raise concerns.

Due diligence processes

Concession, contractor, agency and supplier checks

We rely on our contractors, concessions, agencies and suppliers to ensure people working for them on our sites are eligible to work and comply with our policies and procedures. This is set out in our Ethical Trade Requirements.

Responsible managers

Managers in our business, and our contractor and concession teams, are responsible for the safety and wellbeing of those who work in their areas when on our sites.

Investigating issues in our workplace

Any issues relating to our own people or those working for our suppliers can be raised via our Speak Up Helpline, our Human Resources team, and if in the UK, the UK Modern Slavery Helpline. If an issue were to be raised, the local incident and crisis management process would be followed.

Whistleblowing

Our Speak Up Helpline is a dedicated confidential whistleblowing and support line. This is accessible 24 hours a day, all year, by anyone who works for or with us, including everyone working in our supply chains, whether they are on our sites or not. It is promoted alongside other mechanisms through channels which include team member and concession partner guides, on payslips, in our Ethical Trade Requirements, in our Selfridges Group and business-level Codes of Ethics and in team member communications.

Last year 38 calls were made in total to the helpline, an increase from 17 in the previous year, none of which related to modern slavery.

Highlight 2024

Enhancing our whistleblowing processes

In 2024, we revised the processes associated with our Speak Up Helpline through enhanced confidentiality protocols to increase protection for reporters and updated training for case managers. To increase awareness and aid ease of use, we streamlined incident categories and promoted the Helpline across Selfridges Group. We launched QR codes which can be scanned for a direct link to the reporting site, making reporting any concerns easier. We have seen raised awareness, with team members using this channel more openly to report concerns.

RISK ASSESSMENT & DUE DILIGENCE

Livelihoods

Brand partners & suppliers

Risk assessment

Our supply chains include a diverse range of brand partners and suppliers who provide the goods and services which we sell or use across the Group. We recognise that the greatest risks of modern slavery occur deeper in the supply chain, beyond tier 1, where we have less visibility and influence. We take a risk-based approach, focusing our efforts where the potential adverse impacts are the greatest and where we can influence outcomes.

Location risk

We source from a wide and dispersed group of countries, including regions with higher instances of modern slavery risk, which increases our exposure.

Sector risk

Our brand partners and suppliers employ workers, directly or indirectly, from a diverse range of industries, including farming, processing and manufacturing, some of which have a higher prevalence of modern slavery.

Our control & influence

We have limited control over our indirect supply chains. Whilst we do have formal measures in place, including contractual requirements, we recognise that ensuring meaningful assurance of the absence of such issues, and the effectiveness of measures across all suppliers is a constant challenge.

Our action

For this group, our priority is to establish transparency, set out clear expectations and standards, and to ensure these are followed by our brand partners and suppliers. Our targeted due diligence, which spans our three categories of own-brand goods suppliers, brand partners, and suppliers of goods & services not for resale, helps us to monitor this. The description of our Self-Assessment Questionnaire opposite applies to all these categories for Brown Thomas Arnotts and de Bijenkorf. Selfridges use their own system for suppliers of goods & services not for resale and the related data is not included in the tables opposite.

Due diligence processes

Self-Assessment Questionnaire (SAQ)

Our Group-wide SAQ is a core tool which we use to assess environmental social and governance practices, including modern slavery risks. Each SAQ received is valid for two years. In 2024 we selected priority¹ brand partners and suppliers to request SAQs from across the Group. We assessed their responses through a standardised rating process on our shared IT platform. This approach enabled consistent review, risk assessment, and follow-up action to be taken across our businesses. We shared potential improvements with brand partners and suppliers via a new advisory scorecard, where required.

SAQ coverage	2024	2023 ²
% of SAQs submitted vs requested	67% (of 330)	81% (of 228)
% of sales covered by valid SAQs ³	62%	19%
Brand and supplier ratings⁴		
Leader	15%	16%
Achiever	60%	47%
Learner	15%	29%
Beginner	0%	2%
Critical	10%	6%

Of the SAQs with a critical response, 3% were resolved, 6% are ongoing, and 1% did not relate to modern slavery risks.

Forced labour in the cotton industry

In addition to investigating individual issues, we also take action to understand and mitigate the presence of industry-wide systemic issues in our supply chains. In this category, cotton production remains a concern. In response, our Ethical Trade Requirements prohibit materials, including cotton, sourced from countries or specific regions where credible information suggests forced or child labour is prevalent. Our SAQ also identifies cotton suppliers and requests details on provenance and processes to prevent forced labour.

1. Priority brands represent the highest proportion of sales across the Group, and own brand or own label suppliers 2. Due to the financial year change in 2024, figures shown for 2023 also includes January 2024 3. In 2024 we had 580 valid SAQs, submitted between 2022-2024. 4. The SAQ rates brands as, Beginner, Learner, Achiever, and Leader based on ESG maturity. A 'Critical' flag is applied separately to highlight issues that require further review, regardless of overall score.

Highlight 2024

Investigating cotton sourcing

Last year responses to our SAQ highlighted potential geographical risks associated with small quantities of cotton sourced by some of our brand partners. We worked directly with key brand partners to share our findings and discuss steps that would mitigate this critical risk both for our businesses and our brand partners. As a result of our engagement our brand partners have taken a series of actions, including seeking alternative sources of certified cotton, conducting additional due diligence of suppliers or country-level certifying organisations, and in some cases changing their own sourcing policies.

Response & Remediation

We take the following three-step approach to managing breaches of our ethical trade requirements:

Step 1: Brand engagement

The business sustainability team requests clarification, evidence, and a corrective action timeframe, providing support where possible.

Step 2: Senior oversight

Escalation to internal leadership if necessary, including buying, legal and group sustainability teams.

Step 3: Progress tracking

Risks are logged in our SAQ platform with ongoing monitoring. Our business sustainability teams work with the brand or supplier to mitigate the risk and work towards improvement until the issue is resolved.

Partnerships & engagement

Across the Group, our businesses engage with a range of external organisations to strengthen and support our due diligence practices. These partnerships enable us to stay aligned with international best practices.

Examples of the organisations we collaborate with include:

Cascale support the alignment of industry due diligence standards. Some of our sustainability team members attended working groups led by Cascale.

The Ethical Trading Initiative (ETI) support the application of human rights principles. Last year Selfridges became members of the ETI.

Worldly, including the Brand and Retail Module (BRM) enable risk screening of brands and suppliers.

Monitoring external allegations

In addition to formal due diligence, we monitor publicly available information such as media reports and NGO investigations to identify any allegations of forced labour within our supply base. When issues are identified.

Highlight 2024

Third-party brand investigations

Last year our businesses liaised with a small number of our third party brands who were the subject of media articles highlighting human rights concerns in their supply chains. We discussed the individual issues and the brands' responses. We were pleased to note some good practices were displayed in our brand partners' own remediation approaches during these conversations. Where necessary a small amount of stock was removed from sale, in line with commitments to not knowingly profit from serious human rights abuses.

Supplier audits

In addition to reviewing SAQs, we occasionally commission or review third-party audits of key tier 1 suppliers for own-brand products. This helps us gain a snapshot of the practices in place, and additional steps needed to ensure compliance with our standards.

Increasing transparency of supply chains

We also work to improve transparency. Our businesses are initially prioritising visibility of their directly managed supply chains for own branded goods. Selfridges and de Bijenkorf have mapped and published data on some of their key own-branded goods suppliers.

Labour provider due diligence requirements

Selfridges' policy and internal guide sets out requirements for selecting and engaging with labour providers. This includes reviewing key measures they have in place to align with Selfridges' Ethical Trading Requirements and manage the risks specific to recruitment and provision of labour.

Materials Certifications

Our shared Sustainable Materials Requirements guide our sourcing practices. Some of the third-party certifications we rely on consider fair treatment of workers, and human rights practices surrounding workers in global supply chains.

TRAINING & COMMUNICATIONS

Training

Sustainability training

Our businesses use a range of different training offerings to help team members understand key sustainability topics including modern slavery. Brown Thomas Arnotts has in-person sustainability training as part of their induction programme. De Bijenkorf have two new sustainability e-learning modules covering an introduction to sustainability and sustainability within the business. They also updated their onboarding programme in 2024. Selfridges covers sustainability in their induction, The Big Yellow Welcome, and has a modern slavery specific e-learning module, covering its relevance, key signs and preventative actions. Management and leadership are required to complete this training annually, but it is also available to all team members as part of their induction.

Highlight 2024

Anti-Slavery Day communications

Aligning with Anti-Slavery Day in October 2024, Selfridges held an interactive communications take-over to help raise awareness of the issue. This included playing their modern slavery awareness video, an internal newsroom collaboration and further signposting of their modern slavery e-learning.

Communications

Sustainability engagement

Our businesses have their own means and approaches to engage team members in sustainability, which include standalone messaging, as well as sustainability being woven into business communications.

Buying & procurement team communications

Our buying and procurement teams receive various sustainability communications and participate in engagement activities throughout the year. They are also made aware of modern slavery risks as part of our Ethical Trade Requirements and associated briefings.

Contractor induction & information hub

Selfridges includes modern slavery as a topic in its contractor induction including a video on the topic. Selfridges also has a contractor information hub and continue to raise awareness through the addition of posters in key contractor work areas.

Brand partner & supplier briefings

Our Buying and Procurement teams regularly discuss our approach to sustainability and ethical trade during commercial conversations and support specific sustainability discussions with key brand partners and suppliers, where relevant.

Site visit survey training

Selfridges have incorporated a modern slavery assessment into their existing procedures through a site visit survey. This survey includes essential questions to be posed by Food Quality Assurance and Technical teams during their visits to supply chain partners, along with guidance on identifying signs of modern slavery. De Bijenkorf have continued a programme seeing Buying teams visiting private label suppliers.

MONITORING EFFECTIVENESS

Our plans for 2025

Active monitoring helps us identify, mitigate and better manage modern slavery risks. Internally, our businesses report on measures such as supply chain visibility, instances of non-compliance and supplier engagement as part of our regular dashboard reporting. We intend for these measures to grow and evolve as we refine our approach.

Over the next year, we intend to further develop our approaches to tackling modern slavery, including through the following actions and initiatives.

Develop long-term livelihoods ambitions across the Group.

Further align our Ethical Trade Requirements, and roll out to brand partners and suppliers.

Widen the scope of brand and supplier engagement through our SAQ.

Strengthen our critical response process through a quarterly due diligence forum, and enhanced escalation measures.

Continue to collaborate with external forums to align with industry best practice for human rights due diligence.

Implement an onboarding SAQ, introducing minimum requirements for all new brands and suppliers.

In accordance with section 54 of the Modern Slavery Act 2015, this document sets out Cambridge Retail Group Holdings Limited and each of its key operating businesses' (Selfridges Group's) Modern Slavery Statement for the reporting year from 5 February 2024 to 4 January 2025.

This Modern Slavery Statement covers Cambridge Retail Group Holdings Limited, together with its direct and indirect subsidiaries including SHEL Holdings Europe Limited, as the intermediate holding company of the key operating subsidiaries, which collectively form Selfridges Group: Selfridges Retail Limited, UK; Magazijn de Bijenkorf B.V., the Netherlands; Brown Thomas Arnotts Limited, Ireland.

Throughout this Statement where we refer to our businesses, it is in relation to Selfridges, Brown Thomas, Arnotts, and de Bijenkorf. We describe the consistent Selfridges Group approach in place, with examples of some of the activities individual businesses have in place. Where team members, brand partners and suppliers are mentioned, we refer to those people or companies engaged by SHEL Holdings Europe Limited, 103 Wigmore Street, London W1U 1QS by the businesses within Selfridges Group.

In addition to this statement, Selfridges Retail Limited, and Brown Thomas Arnotts Limited have published their own Modern Slavery Statements, setting out more detail on the steps taken to prevent modern slavery from occurring with their businesses and supply chains.

For all comments or queries in relation to this document, please contact us at: ethics@selfridgesgroup.com

To raise any concerns please contact:
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