

Modern Slavery Statement

2024 - 2025



Foreword

We are deeply proud to report that the work of Hope for Justice has positively impacted more than 142,930 individuals over the past year. Of these, 58,601 people, comprising both adults and children, were directly supported through our programmes. This figure includes individuals who have been removed from situations of exploitation, those served through our Lighthouses and advocacy initiatives, professionals who have received intensive training, and participants and their dependents engaged in community-based prevention efforts, particularly within rural communities.

In the face of escalating global volatility and mounting economic pressures, exacerbated by the persistent threats of armed conflict, geoeconomic confrontation, political instability, climate change, and cyber insecurity, the need for our work has never been more urgent. We remain steadfast in our commitment to the prevention of modern slavery, the protection of victims and survivors, and the pursuit of justice against those responsible for these crimes. Our advocacy efforts have contributed to meaningful legislative reform at both national and international levels, and we continue to work proactively with businesses to promote corporate social responsibility, enhance transparency across supply chains, and promote compliance with modern slavery risk disclosure requirements.

Throughout a period of significant financial challenge and reduction of work in line with trends across charitable sectors, we have continued to deliver high-quality care, and we have maximised our reach and effectiveness, while upholding our core values, guiding principles, and unwavering respect for human rights. We are now rebuilding with a renewed emphasis on resilience, sustainability and impact. Through decisive action and a carefully considered strategic transformation, we have developed and

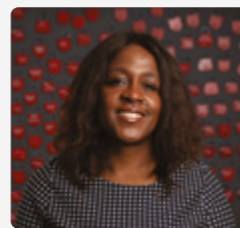
launched our new five-year organisational strategic framework, "Step Change" which leverages our strength as a local-and-global enterprise, with renewed commitments to partnership working and the meaningful inclusion of lived experience across our global operation in pursuit of our mission.

The eradication of modern slavery in all its forms remains central to everything we do. This commitment also requires us to take full responsibility for the risks within our own operations, ensuring that modern slavery does not occur within our organisation or its supply chain. We acknowledge that organisations like ours face a unique set of risks related to modern slavery, but we firmly believe that we are uniquely positioned to lead by example and drive meaningful change.

We are delighted to endorse this statement, and we extend our sincere commendation to our teams, colleagues, and partners who have persevered through adversity to bring freedom and hope to those affected by modern slavery.



Tim Nelson
CEO, Hope for Justice
01.09.2025



Foluke Ajayi
Chair, Board of Trustees
01.09.2025

Introduction

Hope for Justice is a global charity founded in the UK in 2008. We work to end modern slavery and human trafficking with an effective, proven multi-disciplinary model that is replicable, scalable, and widely recognised.

We work in the UK, USA, Ethiopia, Uganda, and Australia, to bring freedom from human trafficking and modern slavery by identifying victims, supporting survivors and preventing exploitation. Our innovative social enterprise, Slave-Free Alliance, founded in 2018, provides services to businesses seeking to protect their operations and supply chains from modern slavery.

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of one person's liberty by another to exploit them for personal or commercial gain. It is a hidden crime, but estimates released in 2023 suggest that there are now 49.6 million people in modern slavery. Modern slavery is not confined to criminal enterprises alone. It is prevalent in many of the world's supply chains, which often lack transparency, making it difficult to trace and address instances of forced or exploitative labour.

Hope for Justice is steadfast in its respect for human rights and is taking meaningful action to address the global human rights issue of modern slavery. We are committed to ethical conduct and integrity in all our relationships and to continuously improving our systems and controls to help prevent modern slavery from occurring in our organisation or our supply chains.

The UK and Australia each have legal provisions for companies over a certain threshold to report annually on their modern slavery mitigations. Hope for Justice remains under the turnover threshold for reporting obligations under all relevant legislation. Nevertheless, we voluntarily publish this statement to demonstrate our commitment, transparency and accountability to our donors, partners and the public, and as part of our commitment to bringing freedom from modern slavery.

This is our eighth Modern Slavery statement, covering the period from 1st April 2024 to 31st March 2025

Our Impact

In the year 2024-25, Hope for Justice has positively impacted more than 142,930 individuals over the past year. Of these, 41% (58,601 people), comprising both adults and children, were directly reached through our programmes.

Direct reach refers to people who are considered the primary beneficiaries of our organisation's mission. This includes people removed from exploitation, those served through our Lighthouses and

Advocacy programmes, professionals given intensive training and those participating in our community Self-Help Groups. Indirect reach refers to those who have implicitly, but meaningfully, benefitted from our work. This may include family members of our beneficiaries, those attending broad community anti-trafficking awareness and education events, and those reached through online and virtual outreach initiatives.

During the year ending 31st March 2025 our work reached **155,137 people**.

Among those reached:

73,327 people took our training courses in-person or online, learning to spot the signs of modern slavery, how to respond and how professionals can provide a trauma-informed response to victims

475 children and teenagers who had been victims of trafficking or at risk were reintegrated with their families or into safe independent living in their communities in our projects in Ethiopia and Uganda

8,805 people participated in our Self-Help Groups, helping build family and community resilience against human trafficking. 26,613 children benefitted from their caregiver's participation in these groups

731 child survivors were cared for at our Lighthouse aftercare shelters during the year

6,979 people engaged through our anti-trafficking outreach work on the streets and in at-risk communities

Organisational Structure

Governance

Hope for Justice International and Hope for Justice Inc. are the two core entities for our global operations, registered in the UK and Tennessee, US, respectively. Hope for Justice is a registered charity in England & Wales, and in Scotland, and a company limited by guarantee, registered in England and Wales. Hope for Justice is a 501(c)(3) not-for-profit organization in the USA. All entities within our governing ecosystem are a subsidiary of one of these two entities.

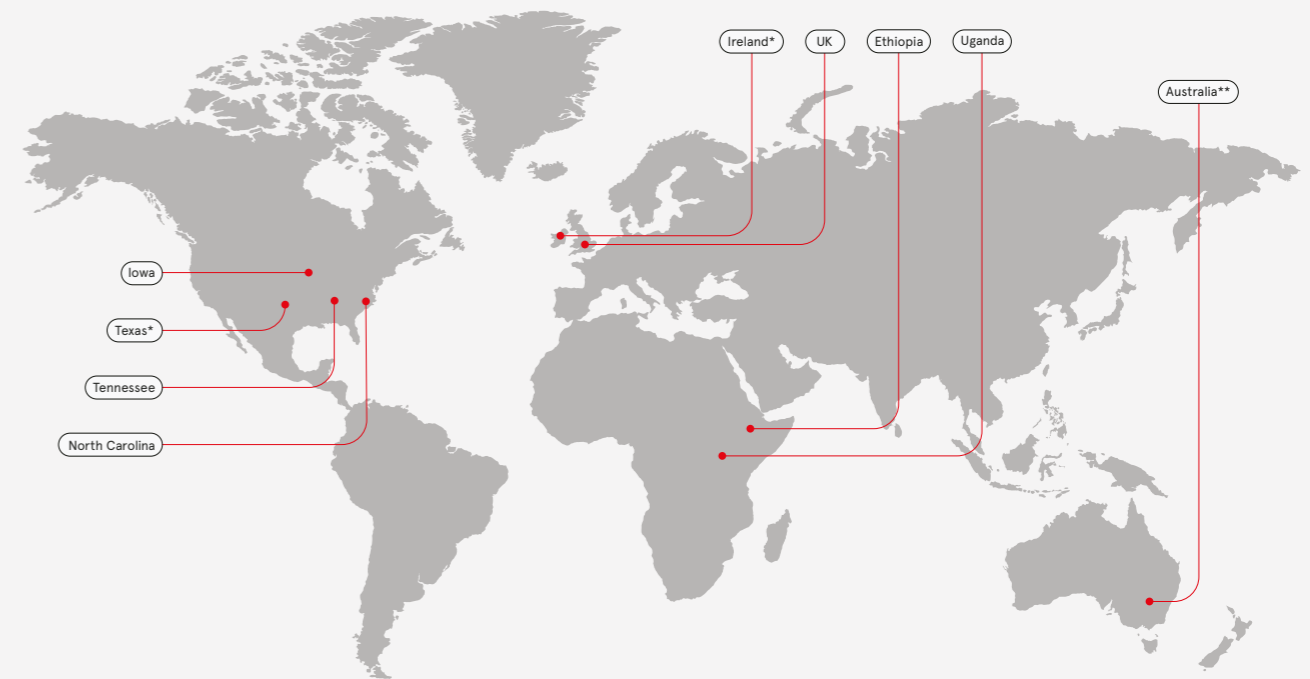
Slave-Free Alliance Australia & UK are governed as social enterprises that are subsidiaries of Hope for Justice (UK). All organisations work within the same governing structures and policies, with all profits returning to the charitable mission of the parent entity. Slave-Free Alliance is dedicated to addressing modern slavery and labour exploitation in organisations and supply chains globally, supporting clients and members across the UK, USA, the European Economic Area (EEA), and Australia to address and mitigate the risks of modern slavery and labour exploitation across operations and supply chains. We deliver flexible, affordable tailored solutions to support in building resilience and mitigate these risks safely.

The CEO and our International Board of Trustees have governing responsibility for our operations, including our modern slavery risk. The Board has established four subcommittees to enable closer monitoring of key themes: the Risk & Compliance Committee; the People & Culture Committee; the Finance Committee; and the Slave-Free Alliance Advisory Board.

In 2023, we established an internal Modern Slavery Working Group, chaired by the Chief Financial Officer, to review and monitor our Modern Slavery strategy, and to publish our annual modern slavery statement. Following the appointment of a new CFO this year, the MSWG will reconvene under renewed Executive sponsorship. The group will meet on a quarterly basis to discuss key areas of modern slavery risk, and ensure sustainable progress is made towards key recommendations and mitigations.

This work continues to be coordinated by the Operations & Risk Manager and is supported pro bono by the expertise of Slave-Free Alliance.

Where We Work



*Operational support only

**Slave-Free Alliance and operational support only

Staff & Personnel

Hope for Justice employs 194¹ staff in a variety of specialist roles, across five countries in four continents.

In the reporting period, we have completed an organisation-wide transformation process in response to global economic challenges, to ensure we maintain our focus and deliver the most impact. This includes some roles becoming redundant and some colleagues transitioning to new roles aligned with our strategic direction.

Hope for Justice recruits most of its employees directly. On rare occasions we may use known, trusted and reputable employment agencies to identify potential candidates for roles, with all interviewing, contracting and payroll managed directly by us. Appropriate controls are in place to confirm all employees and consultants have the right to work and are protected by employment legislation. This includes checking right-to-work documents, visas, passports and other relevant background checks.

We do not employ any individuals who would be considered children (i.e. below the age of 18).

All our staff are highly skilled and experienced professionals employed into competitive roles. Our teams possess skills and experience tailored to their location, culture and language, and they are frequently recognised as experts by their peers. Our country leadership is entirely comprised of those native to the country of operation, all of whom have deep personal and professional knowledge of the context and communities in which we work. This provides a significant mitigation of risk and ensures our responses are culturally nuanced and effective.

We recognise that gender plays a significant role in modern slavery and the responses of the charitable sector. Women and girls are disproportionately affected by modern slavery due to gender inequalities that limit their rights, choices, and opportunities, exposing them to greater risks. Gender diversity among our staff brings a valuable perspective and experience that leads to more effective programmes and policies, better positioned to understand gender inequalities, challenge traditional gender norms, and increase accountability for our promotion of empowerment.

Staff disaggregated by country and gender

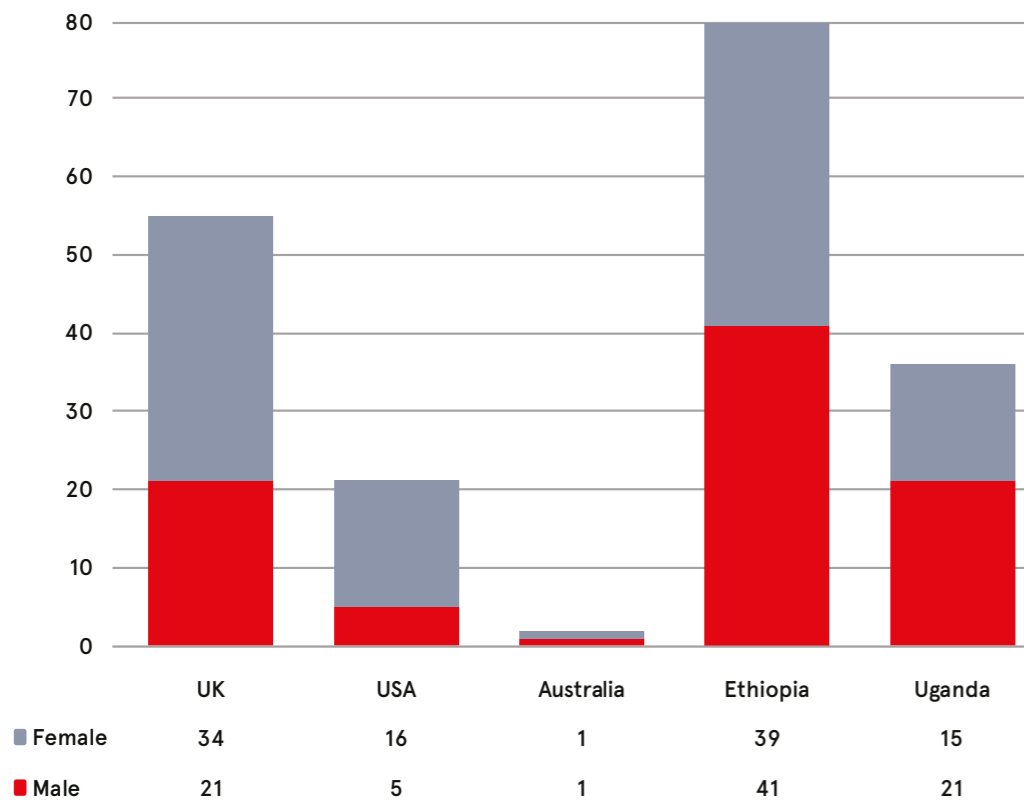


Figure 3. Accurate as of March 2025

Global North – UK, US, Australia.

- **Secretariat** – our UK head office, and several US-based staff, operate as the central secretariat in support of our global functions and programmes. This includes operations, governance, finance, IT, and human resources. This also includes a modest core programme leadership team covering global functions including Monitoring Evaluation & Learning (MEAL), policy advocacy, safeguarding, and security.
- **Development** – our fundraising and philanthropy efforts are mostly concentrated in higher-resource locations in the Global North. This includes roles in communications, philanthropy, grants, and institutional fundraising.
- **Direct programmes** – our direct programmes in the UK and the USA work to identify adult victims of human trafficking and modern slavery and support them in their recovery journeys. Our staff cover a range of roles, including investigators; outreach workers; clinical psychologists; Independent Modern Slavery Advocates; trainers and educators; and policy leads.
- **Slave-Free Alliance** – through our social enterprise, Slave-Free Alliance, we work to support businesses and industry in their mitigation of modern slavery risk, as well as supporting compliance with relevant legislation. To do so, our team of experts support businesses in their strategy and policy development, conduct gap analyses and provide training, with a dedicated team supporting our consultants to look after business development and account management.

Global South – Uganda and Ethiopia

- **Direct programmes** – The majority of our programmes and staff work within our mature programme models in the Global South. This includes:
- **Lighthouses** – temporary transitional residential centres that provide holistic support to trafficked and exploited children, before their safe reintegration into family-based care. These programmes employ a range of staff including clinical psychologists, nurses, house mothers, wardens, guards, cooks, and teachers.
- **Community Prevention** – a variety of programmes seeking to address underlying vulnerability to exploitation and build resilience into communities, preventing harm before it occurs. These programmes employ a range of staff including project managers, community workers, and prevention officers.
- **Programme operations** – our Global South programmes employ local staff in several operational or management roles that work closely with head office functions. This includes country roles such as finance and payroll; grant management; IT; and human resources.

Third parties and partnerships

While Hope for Justice does not typically sub-contract programme delivery to third-party organisations, many of our programmes run in partnership with others. Partnership arrangements exist with local grass-roots organisations in the country of operation, in consortia with other international organisations, or with government agencies. We expect that all personnel of our partners operate in respect of the law, our policies, and our Code of Conduct.

Consultants

Hope for Justice occasionally utilises consultancy contracts for specialised short-term assignments, such as research, independent evaluation or professional advisory services. In unique cases, we may enter consultancy contracts with specialist workers on a longer-term basis, however, these arrangements are generally at the request of the consultant in the interests of flexibility, geographic autonomy, or non-exclusivity.

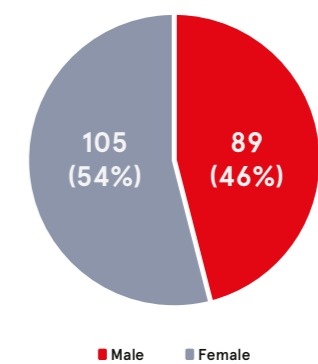
Volunteering

We maintain a register of individuals interested in offering their services in a voluntary or pro bono capacity. Formal volunteers are commissioned based on need, with clearly defined project scopes, terms of delivery and required time commitments. Formal volunteers are subject to the same due diligence, Code of Conduct and policy expectations as any employee or consultant.

Interns

In this reporting period, we have supported a small number of short-term internship positions in the United States, Uganda and Ethiopia. All interns are required to be enrolled as a student at a partner university, and on a course with professional relevance to our operations, e.g. social work. Interns are awarded course credit by their institution for their completion of a time-bound programme. They undergo the same rigour of due diligence as all staff and volunteers.

Gender (Global)





People & Culture

Hope for Justice remains fully committed to maintaining an innovative and people-first framework of People & Culture that supports employee wellbeing across our global organisation.

To achieve this, the International Board of Trustees continues to empower the People & Culture Committee (PCC) which recently merged with the Staff Advisory Council to create the new forum to provide strategic oversight and governance of our approach and initiatives for employees, ensuring a positive, inclusive, and future-ready workplace culture for all. The group narrows the gap between employees and the Executive, ensuring feedback and transparency are received and the opportunity to respond is far greater. It is a group of elected representatives from every country who serve as ambassadors, ensuring worker voice is central in shaping and implementing new initiatives.

Over the past year, we have strengthened our open, responsible, and wellbeing-focused culture. Following our Staff Survey in earlier years, People & Culture leaders within each country were tasked with developing tailored, meaningful actions that directly reflect team feedback, to ensure further initiatives are addressing the nuances of local needs, rather than broad global directives.

We are also renewing and expanding our efforts to support employee wellbeing and enable a flexible, healthy work-life balance through wider initiatives such as:

- Flexible and compressed working options, as well as hybrid and remote arrangements, leveraging secure digital collaboration tools to ensure inclusivity and productivity.
- Providing a global Employee Assistance Programme (EAP), a confidential service offering guidance and support on personal or professional challenges impacting health and wellbeing.
- Enhancing employee benefits, including leave for dependents, compassionate leave, enhanced sick pay, and family leave (maternity, paternity, and shared parental leave). Many of these benefits exceed statutory requirements, particularly in regions with limited legal protections.
- Advancing our Equity, Diversity, and Inclusion (EDI) strategy, now in year two of our three-year roadmap, embedding inclusive practices into every level of the organisation.

Finally, we maintain clear, robust policies and guidelines to ensure every employee works in a safe, respectful environment, including comprehensive policies on grievance, whistleblowing, and dignity at work.

Policies

The Board of Trustees are responsible for ensuring that appropriate policies are in place and effectively implemented as part of their duty to oversee the governance and management of Hope for Justice.

As required by UK law, the most relevant global policies to modern slavery are (in alphabetical order):

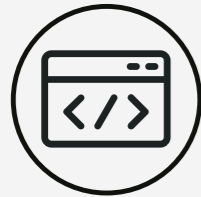
- | | |
|---------------------------------------|--|
| • Anti-Bribery Policy | • Incident Reporting Policy |
| • Background Checks Policy | • Modern Slavery Policy |
| • Code of Conduct | • Preventing Criminal Practices inc. Money Laundering Policy |
| • Complaints Policy | • Privacy Policy |
| • Conflicts of Interest Policy | • Procurement Policy [Under review] |
| • Dignity at Work Policy | • Recruitment Policy |
| • Disciplinary Policy | • Risk Management Policy |
| • Equity, Diversity and Inclusion | • Safeguarding Policy |
| • Grievance Policy | • Security Policy |
| • Health, Safety and Wellbeing Policy | • Whistleblowing Policy |

All policies are subject to periodic review and are embedded across the organisation to ensure adoption and compliance. Breaches of policy are treated seriously and can result in termination of employment or contract with us.

Supply Chain

Our supply chain consists of various goods and services relating to our business-as-usual across all locations. This includes our office-based operations; programme delivery, beneficiary care and subsistence; marketing and fundraising efforts; training materials; travel; and more.

Hope for Justice maintains a list of active suppliers across our operations and entities. While a full analysis has not yet been completed on these suppliers, the following is an indicative demonstration of Tier 1 goods and services utilised by the organisation:



Software



Web



IT Equipment



Utilities & Services



Marketing & Outreach Materials



Memberships & Certifications



Office supplies



Health & Safety



Event Supplies



Beneficiary care & subsistence
(food, clothing etc.)



Training & Development



Travel



Furniture

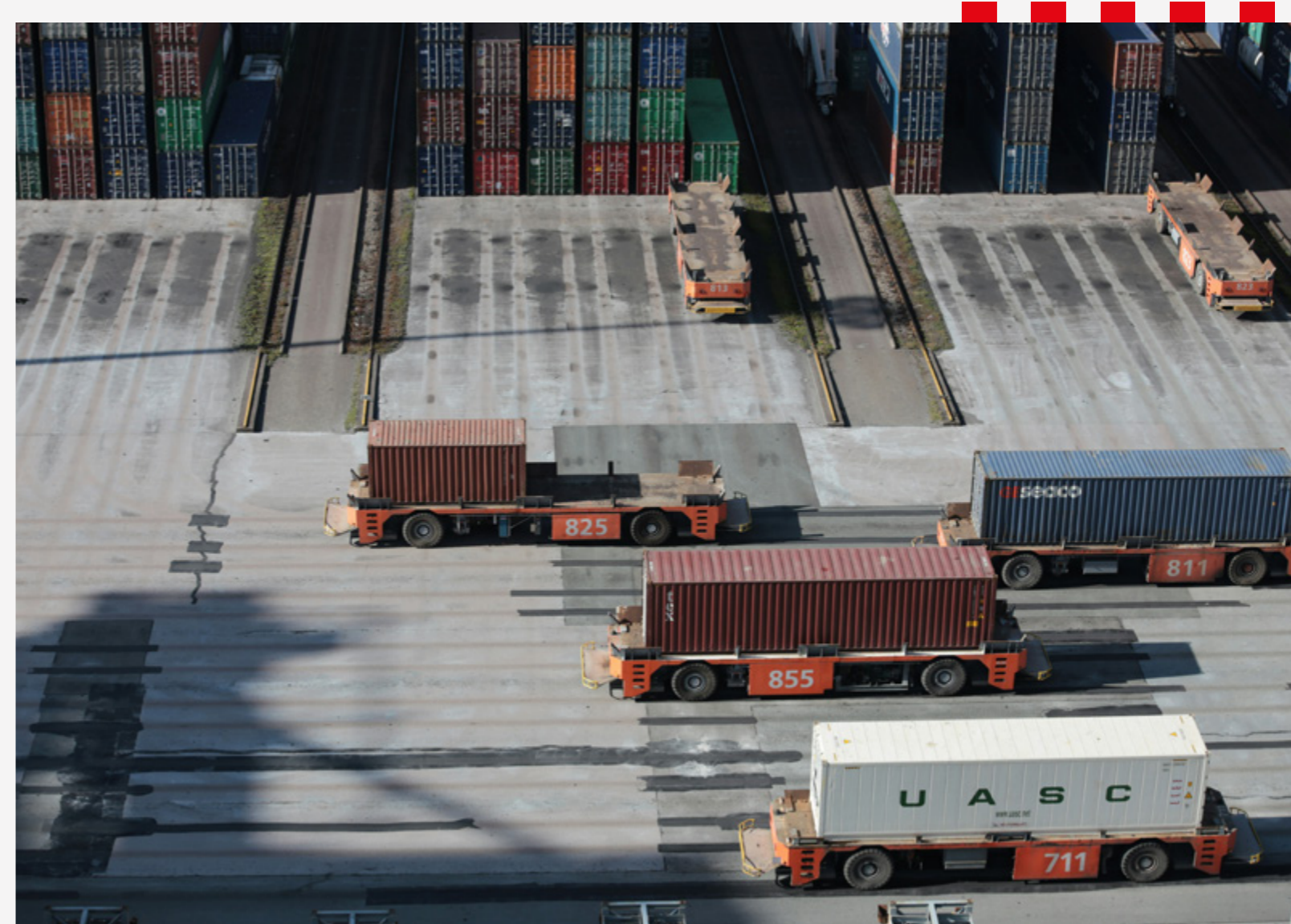
Procurement

We work to build effective procurement and supplier relationship management processes to select suppliers that adhere to high ethical and environmental standards. Our general guiding principles of procurement outline that suppliers should be reputable and in good standing, should have published documentation regarding their policies on human rights and sustainability and should have published an updated modern slavery statement where applicable (e.g. in the UK). We have taken initial steps to improve our procurement and supplier management processes, the most salient of which is transferring to a new software provider to enable more effective tracking, monitoring and scrutiny of all suppliers across our supply chain.

We are also committed to our duty to donors and sponsors, to ensure value for money in the delivery of our programmes and services. While we are obliged ensure value for money under our financial controls, it is recognised that the cheapest options are not always the best quality or the most ethical. These considerations are justified by purchasers through our financial protocols and purchase orders, where items above minimal cost are frequently approved in favour of ethical benefit.

Dynamic risk

Disruption to supply and budgetary pressures can increase challenges for those procuring goods and services, especially in countries or regions with lower resource security. This may require the temporary use of local suppliers, such as market vendors, to protect the continuity of service to those in our care. Under these circumstances, there is a reduced visibility of our supply chain, and a corresponding increase in risk. Emergency purchases would not be permitted to integrate into regular business procurement without further scrutiny.



Due Diligence

We conduct a level of due diligence for all areas of our work and partnership. This includes checks on staff, programme partners, corporate partners, large donors and Slave-Free Alliance members. In the same way we conduct due diligence on external parties, we also cooperate fully with any partner, donor or regulator who wishes to conduct due diligence on us. We recognise several areas of improvement for our due diligence processes and are committed to achieving stronger centralised monitoring, principles-led practice, and consistency in our approach across the full global operation.

Staff & Personnel

All staff and personnel across the whole organisation are subject to formal background checks before hiring or contracting. This includes at least two employment reference checks across a five-year period, alongside relevant criminal record disclosures, in alignment with Safer Recruitment practices. Hope for Justice is a member of the Inter-Agency Global Misconduct Scheme, which aims to stop people who have been found guilty of committing sexual misconduct from moving between aid organisations undetected. Hope for Justice is also an early participating member of the Project Soteria pilot, in cooperation with INTERPOL, to prevent perpetrators of sexual exploitation, abuse and harassment from working in the aid sector. This applies to all staff, consultants, volunteers and interns.

Partners (Programmes)

Our programmes frequently cooperate with partners, through short-term collaborative projects, joint ventures and consortia. We conduct due diligence on our partners, tailored and proportionate to the nature of the collaboration. Typically, this requires a clear rationale and focus for the venture itself, an understanding of the expertise and experience of the partner, and a review of the partner's alignment with our cultural values, programme principles, quality standards and liabilities. We prioritise partners who demonstrate practices that are human rights-based, person-centred, community-based, holistic, collaborative and sustainable, and have rejected unsuitable partnerships that risk falling short of these standards.

Corporate Partnerships

Corporate partnerships are an emerging and valuable source of funding and expertise in support of our work. We are developing a programme of due diligence that subjects such partners to proportionate levels of due diligence to ascertain risk. This includes checks on the Partner's commitments to Corporate Social Responsibility, human rights impact and charitable philanthropy. This requires scrutiny of risks relating to complicity or toleration of forced or child labour within

the supply chain, as well as the manufacture of weapons, support of terrorism, environmental impact and foreign sanctions. This also includes checks on controversies, anomalies or criticisms of the company's labour compliance, community impact, governance, financial investments, product safety, and ethical ownership.

Donors

Large donations carry inherent risks including regulatory, compliance and reputational issues. We are developing procedures to ensure that any large donations above set thresholds are subject to thorough due diligence verifications on source and intent. This ensures continued compliance with anti-corruption and money laundering regulations, and provides important protections against the acceptance of funding from high-risk donors. We also maintain appropriate diversity in our funding portfolios, to avoid a single donor holding undue leverage over our mission.

Slave-Free Alliance members

We support businesses in building their capacity to identify, reduce, prevent, mitigate and manage risks of modern slavery and labour exploitation in their organisation and supply chains. This includes developing an understanding of how breaches of broader human rights can create an environment in which exploitation, human trafficking, and modern slavery can arise. We understand that Members are at different stages of expertise and may present gaps or failings in operational practices, however, we expect Members to demonstrate a sustained commitment to improvement and remediate any shortfalls. This forms part of the membership agreement which may be terminated if breached.

Suppliers

We maintain a strict position on modern slavery risk and disclosure, and we expect the high standards from all our contractors, suppliers and other business partners. As part of our contracting processes, we include specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, and child labour.



Training

Training forms a core tenet of our strategy, encompassing both internal and external learning. Firstly, we invest resource into the continued upskilling and compliance of all personnel to ensure continued high professional standards. Secondly, as part of our external strategy we continue to provide training to a wide range of external stakeholders to build capacity and knowledge into other organisations. By utilising a combination of facilitator-led learning, as well as our online e-learning platform the 'Hope for Justice Learning Academy', our approach to education is accessible, scalable and sustainable.

Internal

We provide regular training to staff on a wide range of topics. In the first instance, all staff must complete several core learning modules as part of their onboarding and induction to employment. Furthermore, many core topics require completion by all staff as a refresher course, on an annual or biennial basis. Key learning is accessible in English, Amharic, and Luganda.

Firstly, some learning is mandated by policy, regulations and compliance, this includes topics such as safeguarding, personal safety, Equity Diversity and Inclusion, Incident Reporting, Phishing, and GDPR compliance. Secondly, as part of our core mission, all staff are trained on the basic knowledge of modern slavery and human trafficking, including one of our flagship 'Spotting the Signs' awareness course. Thirdly, we occasionally procure specialist training from external providers for selected staff. This has included professional development in project management, Monitoring Evaluation, Accountability and Learning (MEAL), and data protection.

External

Hope for Justice is proud to be considered by our peers as a credible and professional organisation that exemplifies best practice. As such we are privileged to be invited to share our knowledge and expertise and build capacity into others who may encounter or respond to modern slavery and human trafficking.

Our flagship training seeks to support a wide range of stakeholders to be able to 'Spot the Signs' of modern slavery. This is largely tailored to professionals working in related sectors such as healthcare, law enforcement, charities, hospitality and prisons. This also includes awareness training for faith or community groups and the public. We also support learning in associated topics such as online safety, trauma-informed listening, and safeguarding disclosure encounters.

Slave-Free Alliance also offers a range of training solutions to meet the specific needs of Member businesses and support them in meeting their responsibilities for mitigating the risks of modern slavery in their supply chain. This includes training in modern slavery awareness, responses, disclosure and escalation, and procurement/supplier risk mitigation.

Risk Assessment & Management

Hope for Justice is committed to maintaining an effective risk management framework to oversee the management of risk and compliance across the organisation. To do so, the International Board of Trustees and the Risk and Compliance subcommittee (RCC) provide oversight and governance of the organisation's risk responses. In addition, a separate Financial subcommittee has been established to provide nuanced governance of the organisation's financial risk.

We invest resources into a standalone Risk function. This function is led by the Head of Operations & Risk, executed by the Operations & Risk Manager, with additional support from the Senior Safety & Security Advisor.

In the reporting period, we have completed a thorough assessment and enhancement of risk management policies, procedures, and practices across the organisation, aligned with international standards (ISO 31000 Risk Management). This initiative has delivered a comprehensive understanding of organisational risk as a 12-classification model and has introduced a robust Risk Management Framework to support operational resilience. This includes: Board level risk Appetite Statements; a Global Risk Management Policy; a new dynamic risk management system (risk register modeling); procedural guidance; and strengthened incident/crisis management protocols. The new Risk Management Framework has now been approved by the International Board of Trustees.

Hope for Justice & Slave-Free Alliance face a multitude of risks, across several risk areas:

- Security
- Safeguarding
- Corruption (Fiduciary)
- Health & Safety
- Financial
- People & Culture
- Cyber, IT and Data
- Governance
- Legal & Compliance
- Reputational
- Quality
- Strategic

Modern slavery risk holds several intersections with the above classifications, including but not limited to People & Culture, Corruptions, Safeguarding, Legal Compliance, and Reputation.

Hope for Justice acknowledges it is not possible to eliminate all risk. If we are to achieve our stated aim of ending modern slavery, a dynamic approach to risk must be taken. As such we operate a system of controls and guiding principles across different risk areas to support informed decision-making by our staff and leadership. We work to ensure risk remains as low as reasonably practicable, using available resources to bring risks within our tolerance and policy frameworks. In so doing, we will protect ourselves and our stakeholders from unnecessary, compounded, or escalated risk.



Strategic Outlook

This year marked the first formal publication of the Hope for Justice Strategic Risk Outlook, a broad thematic report highlighting key global risk trends, their consequential impacts on both modern slavery and human trafficking patterns, and the risks they pose to the operating context of responding agencies. This also helps us understand how global risks can impact as modern slavery risk within our organisation or supply chain, and inform our approach to mitigation.

The five most critical risks are:

1. Conflict & violence – ongoing conflict and geopolitical tensions are exacerbating humanitarian crises. Armed violence in Europe, Africa, and the Middle East, is increasing displacement and vulnerability to all forms of modern slavery and human trafficking. Governments are prioritising defence spending over humanitarian aid, reducing overall support for programmes that aim to tackle the root vulnerabilities and drivers of modern slavery and human trafficking.
2. Geoeconomic hostility – protectionism and nationalism are reshaping global economic policies, and the shifting geopolitical landscape is impacting global cooperation. Trade wars, reductions in foreign aid, and increased migration restrictions may heighten vulnerabilities, pushing marginalised communities toward informal and exploitative labour. A corresponding breakdown in multilateralism may further hinder global cooperation to solve complex cross border issues, including human trafficking.
3. Climate disasters – Extreme weather events will continue to accelerate displacement, food insecurity, economic instability and increasing conflict. As people are forced into precarious situations, traffickers will continue to exploit these climate-related vulnerabilities. Policy shifts away from climate action may also undermine regulatory protections in high-risk industries which may exacerbate the intersection between vulnerability, exploitation and climate disaster.
4. Political discord – Rising polarisation and misinformation are fuelling societal shifts that may impact social protections and certain elements of global anti-trafficking efforts. Hostile views towards migration, social protections and human rights are likely to reduce resilience of many at-risk of exploitation and in some cases limit their access to support. Misinformation may distort public perceptions of modern slavery and human trafficking, exacerbating polarised views as the issue becomes conflated with other issues like irregular migration, organised crime and national security, or leveraged as a source of conspiracy.
5. Cyber Security – The rise of cyber threats, AI, online exploitation, scam trafficking is creating new risks for human trafficking and the operations of counter-trafficking organisations. Cyber-attacks on agencies are increasing, while inequality between large and small organisations is exposing gaps in cyber security and resilience, leaving critical infrastructure and services vulnerable to disruption. Similarly, the increase in technology-facilitated trafficking is exposing a lag in policy-responsiveness to tackle emerging threats.

In this volatile environment, organisations must adopt dynamic risk management strategies to mitigate threats, ensure staff and beneficiary security, maintain operational continuity and protect themselves from reputational hazards. By anticipating and responding to these evolving challenges, counter-trafficking efforts can remain resilient despite increasing global uncertainty.



Key Performance Indicators

In our previous Statement, we outlined several initiatives for progress and achievement in 2024-25. We are delighted to report that we have made substantial progress on all of our commitments, as detailed below:

Staff Survey (Complete)

We have acted robustly to address 25 key recommendations and actions generated as part of our Staff Engagement Survey in 2022. Several recommendations proved difficult to deliver via a global mandate, therefore local HR teams were empowered to create action plans to directly address local team feedback and drive impactful change. This approach has helped us shift from UK-centric initiatives, allowing wellbeing to be considered with greater cultural nuance. The impact of the local plans are now reported to organisational governance every quarter.

Financial system (Complete)

We have upgraded our financial systems by implementing a new global software platform. This enhances tracking of fundraising, expenditure, staff expenses, and procurement, allowing for closer monitoring of income, costs, and sustainability. Key data and core processes have been successfully migrated to the new system.

Gap Analysis (Complete)

Our internal Modern Slavery Working Group (MSWG) commissioned a full Gap Analysis to be conducted by Slave-Free Alliance. This was an independent review of our organisation's response to modern slavery risk, in view of relevant legislation and industry best practice. This included: Reviews of relevant policies and processes, including Modern Slavery Statements; Discussions with key employees across a variety of departments; a report with recommendations. The Gap Analysis identified areas of good practice across our operations and supply chain, as well as several areas for improvement including: due diligence processes; complaints and accountability mechanisms; and supplier mapping.

Policy Review (Ongoing)

We have completed a full review of organisational policies. Phase one delivered a structured policy lifecycle, governance assignments, consistent quality, accessibility, and scheduled reviews. Phase Two, which will be an ongoing and iterative project will ensure better global integration, improved staff engagement, and training to our staff on policies.

Timeline for completion – Phase 2: March 2026

Risk Management Improvement Programme (Complete)

The Operations and Risk Manager completed the implementation of the Risk Management Improvement Programme, resulting in a thorough assessment and enhancement of risk management policies, procedures, and practices across the organisation, aligned with international standards (ISO 31000 Risk Management). This initiative has delivered a comprehensive understanding of organisational risk as a 12-classification model and has introduced a robust Risk Management Framework to support operational resilience. This includes: Board level risk Appetite Statements; a Global Risk Management Policy; a new dynamic risk management system (risk register model); procedural guidance; and robust incident/crisis management protocols. The new Risk Management Framework was approved by the Risk & Compliance Committee on behalf of the International Board of Trustees.

Future Plans

Risk Strategy

To ensure greater independence and autonomy in risk management, we plan to empower the Risk Function to write, develop, publish and implement its own annual strategy, in contribution to, and in support of the organisational Step Change Strategic Framework 2025-30. This will ensure that any of our commitments made towards greater resilience, including those made in this report, will be incorporated into the workplan of a resourced department mandated to coordinate their progression and completion.

Date for completion: July 2025

Embed Risk Management Framework

Following the approval of the new Risk Management Framework in this reporting period, we plan to ensure effective orientation and integration of the framework with the day-to-day running of the organisation. This includes ensuring all senior leaders in both global and in-country teams are onboarded to new systems and are sufficiently equipped to operate them in their contexts. This will include consistent messaging around risk management and close integration of risk management into regular leadership and governance forums. This may also include the roll-out of reputable training and learning in Risk Management for those with greater responsibility.

Date for completion: March 2026

Due Diligence

To strengthen organisational integrity and mitigate risk, we are implementing enhanced due diligence procedures across all departments. This includes standardising vetting protocols for donor, partners and suppliers, and providing targeted training to staff on ethical and financial risk indicators. By fostering a culture of accountability and transparency, we aim to ensure that all engagements align with our mission and values, while safeguarding resources and reputation.

Date for completion: December 2025

Accountability and Complaints

To strengthen our overall accountability as an organisation, we will review our feedback and complaints handling framework to ensure that all beneficiaries, communities, donors, and members of the public can raise concerns safely and confidently. This includes establishing clear, accessible reporting channels and introducing a centralised tracking system to monitor complaints and outcomes. We hope such protocols to ensure continuous improvement and accountability across all levels of the organisation.

Date for completion: March 2026

Procurement Policy & Mapping

We are currently developing our approach to mapping our Tier 1 supply chain to obtain transparency, assess our level of risk, integrate responsibilities and accountabilities, strengthen our approach to procurement practices. This substantial project will involve strengthening our principles and policies, identifying and documenting all direct suppliers, assessing their compliance with ethical, environmental, and operational standards, and integrating this data into our centralised supplier management system. While we anticipate this to be a multi-year programme, this initial scoping exercise will lay the groundwork for deeper supply chain due diligence in future phases.

Date for completion: March 2026



Modern Slavery Statement

2024 - 2025



For more information
please contact:

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September 2025

Hope for Justice is a registered charity in England & Wales (no. 1126097) and in Scotland (no SC045769),
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