



# Modern Slavery Statement

2023 - 2024



# Foreword

We are incredibly proud that the work of Hope for Justice has reached over 146,656 people this year, and we have directly served 61,727 people, including both adults and children through our programmes. This includes people who have been removed from exploitation or served by our Lighthouses and advocacy initiatives. This also includes professionals given intensive training, and those participating in our Self-Help Groups in rural communities.

With increasing global volatility and economic challenges, modern slavery is estimated to have increased to almost 50 million people worldwide. There is no doubt that our efforts are needed more than ever. We continue to lobby for meaningful legislative change for the prevention of modern slavery, the protection of victims and survivors, and the pursuit of justice against those responsible, and we proactively engage businesses to promote responsible business conduct, mitigating risks in organisations and their supply chains, and supporting compliance with the disclosure of modern slavery concerns.

It has been a challenging period with significant cost increases and tightening economic factors leading us to make further restructuring across the organisation.

This has occurred in line with reciprocal challenges across the charitable sector and has impacted our mission with several programme closures and a reduction in the number of beneficiaries we can serve.

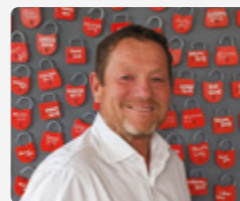
We have reacted robustly, entering a process of strategic transformation across the organisation to ensure we maintain the highest quality of care, and maximise our impact, without compromising our core values, principles and respect for human rights. We remain dedicated to bringing an end to modern slavery in all its forms. This requires us to take responsibility for our risks, ensuring modern slavery does not occur within our organisation or supply chain. We recognise that both the charitable and anti-slavery sectors encounter a variety of unique risks related to modern slavery within their operations, however, we firmly believe that no sector is better positioned to lead the way.

We commend our teams, colleagues and peers who have overcome adversity to bring freedom from modern slavery, and we are delighted to approve this statement.



*Tim Nelson*

**Tim Nelson**  
CEO, Hope for Justice



*Andy Donnell*

**Andy Donnell**  
Chair, Board of Trustees

# 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 and Uganda 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 new estimates released in 2023 suggest that there are now 49.6 million\* people in modern slavery. Modern slavery is not limited to criminal enterprise. It is prevalent in the supply chains of some of the world's largest corporate businesses and industrial 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 acting ethically and with integrity in all our relationships and to continuously improving our systems and controls to ensure modern slavery is not taking place anywhere in our organisation or any of our supply chains. 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. This work is coordinated by a newly appointed Operations & Risk Manager who brings extensive programme experience to the Modern Slavery Working Group and is supported pro bono by the expertise of Slave-Free Alliance.

UK, Norway 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 seventh Modern Slavery statement, covering the period from 1st April 2023 to 31st March 2024.**

\* Walk Free. 2023. Global Slavery Index.

# Our Impact

A record proportion of our reach figure this year was Direct service provision to beneficiaries (61,727 people, or 42%). Examples of Direct reach include people removed from exploitation, served at our Lighthouses or through our Advocacy or RISE initiatives, professionals given intensive training and those participating in our Self-Help Groups.

Indirect reach includes family members of our beneficiaries who indirectly benefitted from our work, those attending community anti-trafficking awareness and education events, and those reached through online and virtual outreach sessions.

## Highlights

33,443 children reached through child wellbeing club activities and community events	
100% of survivors in our long-term RISE project making progress towards treatment goals	
93% of children still safely with their families when followed up one year after reintegration	
415 referrals actioned by our Hub or Regional Centre teams, with 377 cases under active investigation during the year	451 cases reported through Child Protection Committees
99% of children had indicators showing improved wellbeing after receiving Lighthouse services	
989 children and teenagers reintegrated with their families or assisted into independent living	
80 people identified and removed safely from exploitation, 63 through direct intervention and 17 indirectly	1,061 children served at our Lighthouses, 594 boys and 467 girls
9,808 people attending our Self-Help Groups	36,954 people took our training in-person or online
42,060 boys and girls benefitting from a caregiver's participation in our Self-Help Groups or similar projects	4,876 people engaged through our outreach work, 1,984 children and 2,892 adults

# Slave-Free Alliance

Slave-Free Alliance is dedicated to addressing modern slavery and labour exploitation in organisations and supply chains globally. Our partners, clients and members across the UK, USA, the European Economic Area (EEA), and Australia trust us to be their critical friend and deliver tailored services to make their operations and supply chains resilient to labour exploitation and to address issues safely. Slave-Free Alliance offers flexible, affordable solutions, accessible to all organisations. This year Slave-Free Alliance has grown its membership base to **119 Members**, including 15 FTSE 100 companies.



The SFA team at the time of our annual conference

# Our Structure & Governance

## Governance

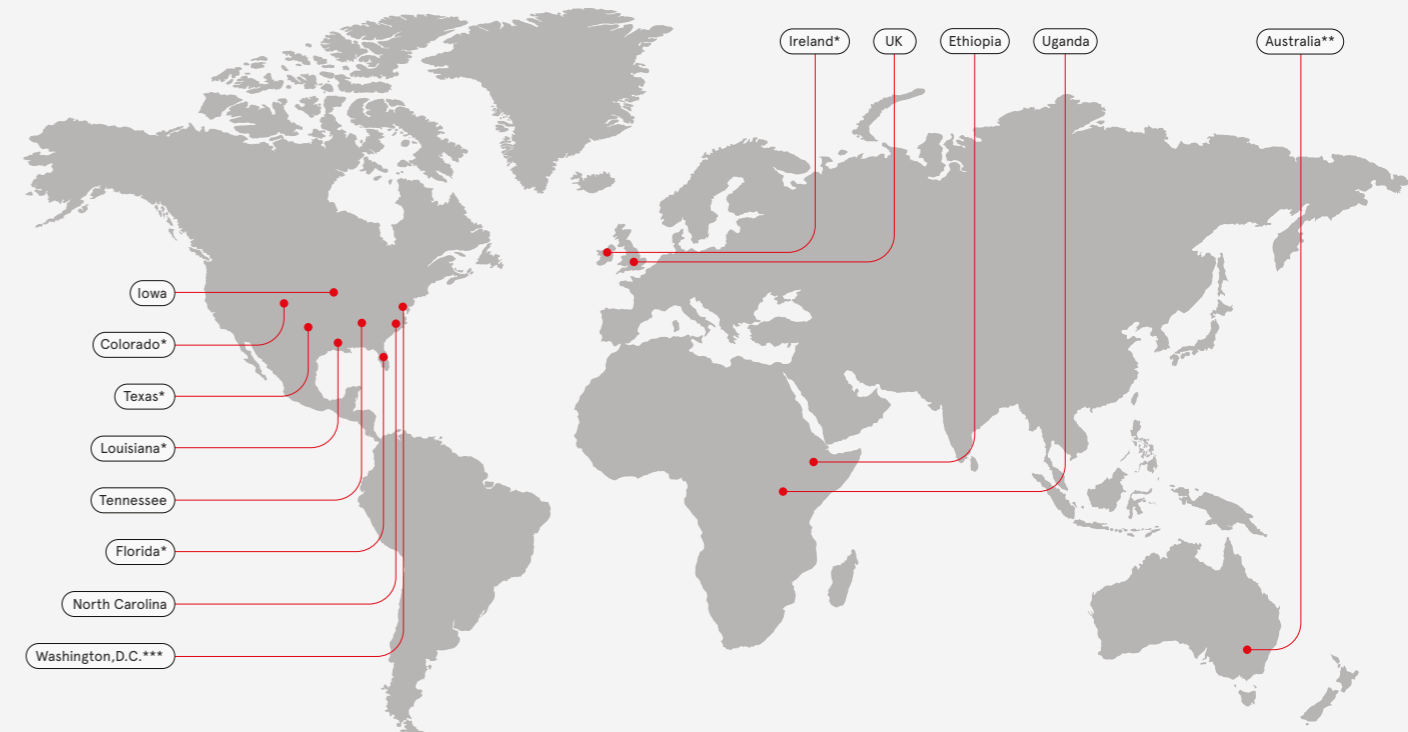
Hope for Justice International and Hope for Justice Inc. are the two parent entities for our global operations, registered in the UK and Tennessee, US, respectively. Hope for Justice is a registered charity in England & Wales, and in Scotland, and a company limited by guarantee, registered in England 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 enterprise that are subsidiaries of Hope for Justice (UK).

Slave-Free Alliance delivers direct social benefit through its services to members, and all profits are donated to Hope for Justice in further support of charitable objectives.

The CEO and our International Board of Trustees have governing responsibility for our operations, including our modern slavery risk, and they have established various subcommittees to enable closer monitoring of key themes, including the Risk & Compliance Committee, the People & Culture, and the Finance Committee.

## Where We Work



- \*Operational support only
- \*\*Slave-Free Alliance and operational support only
- \*\*\*Via a partner

Hope for Justice's work in Cambodia came to an end in mid-2023.

## Staff & Personnel

### Hope for Justice employs 290\* staff in a variety of specialist roles, across six countries in four continents.

In the reporting period, we have begun 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 the vast majority of its employees directly. On rare occasions we may use known, trusted employment agencies to identify potential candidates for roles, with all interviewing, contracting and payroll managed directly by us.

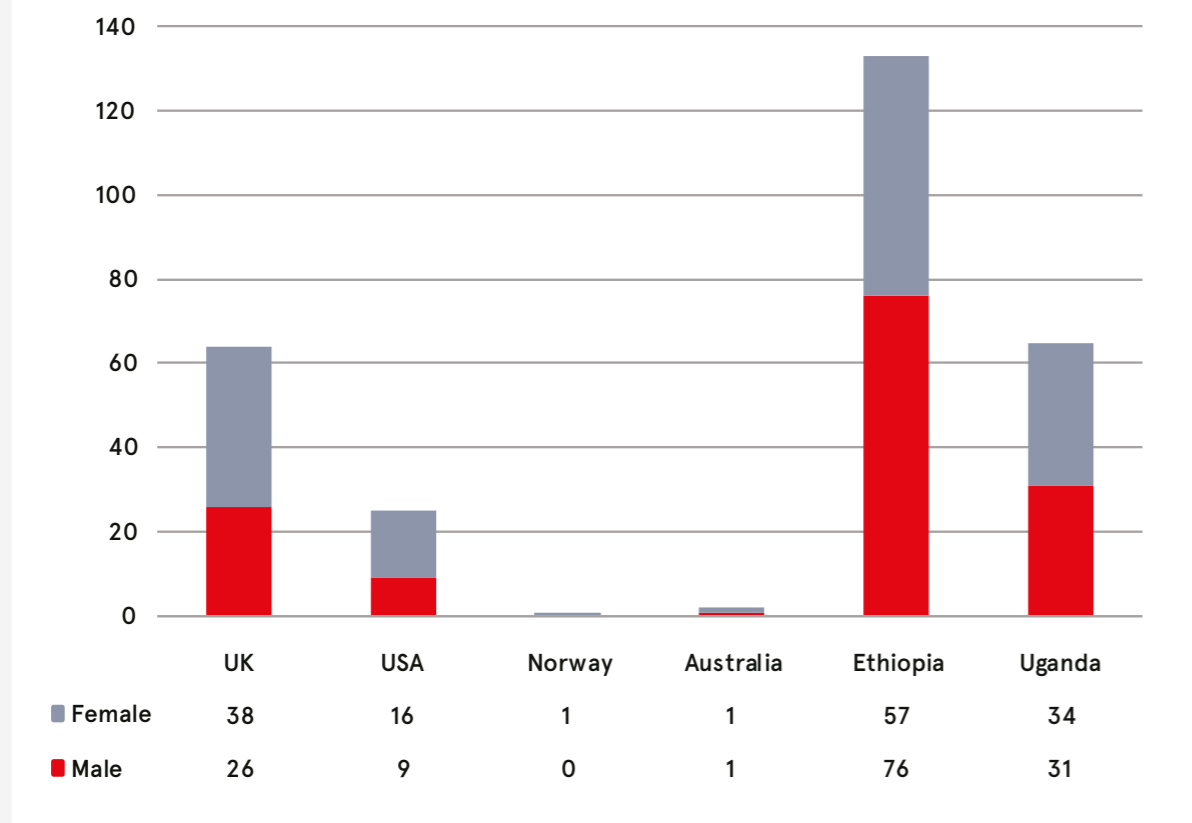
Appropriate controls are in place to confirm all employees have the right to work and are protected by employment legislation. This includes checking right-to-work documents, visas, passports and other relevant background checks.

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. Our teams hold the skills and experience most appropriate to their location, culture and language, and they are frequently recognised as experts by their peers. Our programme leadership is entirely comprised of those native to the country of operation, with deep knowledge of the context and communities in which we work.

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



### Global North – UK, US, Norway, Australia.

- **Secretariat** – our UK head office operates 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 the global portfolio including Monitoring Evaluation & Learning (MEAL), policy, safeguarding, and security.
- **Development** – our fundraising and development 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 corporate subsidiary, Slave-Free Alliance, work to support businesses and industry in their mitigation of modern slavery risk, as well as ensure compliance with relevant legislation. To do so, our team of experts support businesses in their gap analysis, strategy and policy development, and training, and a dedicated team looks 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, and in consortia with other international organisations or government agencies. Whilst our partners hold ultimate responsibility for their staff, we conduct robust due diligence and expect that all personnel operate in respect of our policies, due diligence and Code of Conduct.

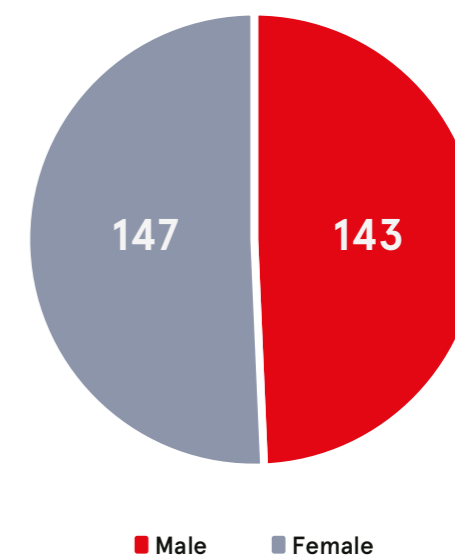
### Consultants

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 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 on the basis of 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.

### Gender (Global)





## People & Culture

Hope for Justice is committed to maintaining an effective framework of People and Culture in support of employee wellbeing across the global organisation. To do so, the International Board of Trustees has set up a People & Culture Committee (PCC) to provide oversight and governance of our attitude and initiatives towards its employees, and to ensure a positive working culture for all. The PCC draws detailed insights from the Staff Advisory Council, a group of staff representatives from each country, who are elected by their peers as ambassadors to ensure staff voices are heard in the development and implementation of new initiatives.

We have continued to develop a more open and responsible culture, prioritising employees' wellbeing. An all-staff survey in 2022 generated 25 key recommendations and actions. As of 2023-24, 20 of these recommendations have now been completed, with a further 3 ongoing, and 2 delayed.

### This includes:

- Renewing our efforts to improve employee wellbeing and promote a healthy work-life balance, making it possible for staff to work flexible or compressed hours, as well as hybrid-working arrangements to enable working from home or remotely.
- Providing an Employee Assistance Programme for all global staff. The EAP is a confidential service that provides support and guidance with any personal or professional problems that may affect someone's overall health and wellbeing.
- Improving employee benefits for staff, including leave for dependents; compassionate leave; enhanced sick pay; family leave (maternity and paternity). Many of our benefit provisions go beyond the statutory minimum, especially in locations that have limited rights or requirements.
- Developing our approach to Equity, Diversity and Inclusion (EDI), currently in the first year of our three-year strategic roadmap.
- Opening monthly Executive Drop-In sessions to provide greater transparency and access to senior leadership for all staff.

Finally, we maintain clear policies and guidelines to ensure every employee can work in a safe environment. This includes policies on grievance, whistleblowing and dignity at work.

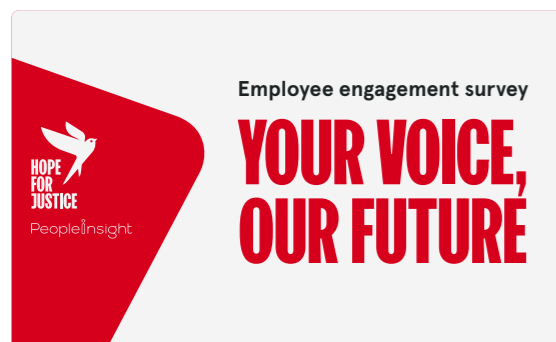
## Policy

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.

The most relevant global policies to modern slavery are (in alphabetical order):

- Anti-Bribery Policy
- Background Checks Policy
- Complaints Policy
- Conflicts of Interest Policy
- Dignity at Work Policy
- Disciplinary Policy
- Equality Diversity and Inclusion Policy
- Grievance Policy
- Health, Safety and Wellbeing Policy
- Incident Reporting Policy
- Modern Slavery Policy
- Preventing Criminal Practices inc. Money Laundering Policy
- Privacy Policy
- Procurement Policy
- Recruitment Policy
- Risk Management Policy
- Safeguarding Policy
- Security 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



Memberships & Certification



Office supplies



Health & Safety



Event Supplies



Beneficiary care & subsistence



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 are also faithful in our duty to our donors and sponsors, to ensure value for money in the delivery of our programmes and services. Our procurement policy clearly outlines that while we must ensure value for money, the cheapest options are not always the best quality or the most ethical. These considerations are justified by purchasers through our financial system, and items above minimal cost are frequently approved in favour of ethical benefit and the reduction of risk.

## Dynamic risk

Disruption to supply and budgetary pressures can increase challenges for those procuring goods and services. This may include the temporary use of local vendors with an unknown supply chain to protect the continuity of service to those in our care. As such, there is an increased risk of unethical or unsustainable practices temporarily infiltrating our supply chain. However, controls and mitigations remain in place to avoid this risk as much as reasonably practicable, and we maintain a strict policy should any concerns or disclosures arise. Our programme operations remain subject to core governing controls, and any emergency purchases would not be permitted to integrate into regular business procurement without appropriate scrutiny.

## Monitoring

We have taken steps to improve our procurement and supplier management systems and are currently transferring to a new software provider to enable more effective tracking, monitoring and scrutiny of all suppliers across our supply chain.



# Collaboration

We are proud to work in collaboration with a wide range of partners, associates and peers. This includes other charities, non-governmental and civil society organisations; survivors with lived experience; law enforcement; judicial officials; government agencies; multilateral institutions; businesses; academia; and many more. The following are a few of our key collaborations this year.

## IMSA Model

The IMSA Model development project is a collaborative effort working to address this gap in the UK's response to survivors of modern slavery. Led by Hope for Justice, the British Red Cross, The Snowdrop Project and the Bakhita Centre for Research on Slavery, Exploitation and Abuse, together with consultants with lived experience of modern slavery, this initiative offers a national, accredited model of independent advocacy.



## Protection and Restoration of Exploited Children in Karamoja (PREC-Karamoja)

Hope for Justice is one of three partners in a consortium project led by Dutch NGO, Woord en Daad, and funded by the European Commission. The project aims to: prevent child labour and foster positive parental and community awareness of risks; ensure exploited children can access support for rehabilitation and reintegration into family-based care; support resilience through vocational training in arid-land development and apiculture (beekeeping) as a sustainable biodiverse livelihood; and strengthen regional structures and policy for the ongoing protection of children from exploitation in Abim, Kotido, and Napak districts of the Karamoja region by 2026.



## World Economic Forum: Transformation Map

We are proud to have co-curated the World Economic Forum's Modern Slavery and Human Trafficking 'Transformation Map', a dynamic knowledge tool that allows people to explore and make sense of complex and interlinked forces that are transforming economies, industries and global issues, helping to support more informed decision-making by leaders. The map explores eight aspects of modern slavery and human trafficking: Experiences of exploitation; Vulnerability and resilience; Perpetrators; Global economic impact; Legal and policy frameworks; Partnerships and co-operation; Civil society responses; and Corporate social responsibility. Our map also illustrates, visually and interactively, how modern slavery and human trafficking link to other issues including topics like the Illicit Economy, Inequality, Corruption, Trade and Investment, Migration, Supply Chains, Mental Health, and Human Rights



# Due Diligence

We conduct appropriate 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.

## Staff & Personnel

All staff and personnel are subject to formal background checks before hiring or contracting. 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 participatory 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.

## 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, avoids undue donor leverage over the mission of the organisation, and provides important protections against the acceptance of funding from high-risk donors.

## Partners (Programmes)

Our programmes frequently cooperate with partners, through short-term collaborative projects, joint ventures and consortia. We conduct robust due diligence on our partners, tailored 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 favour partners who exemplify practices that are human rights-based, person-centred, community-based, holistic, collaborative and sustainable. We also ensure our partners adhere to our policies on safe programming, security and safeguarding.

## 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.

## Corporate Partnerships

Corporate partnerships are an emerging and valuable source of funding and expertise in support of our work. We are working to ensure all partners are subject to due diligence checks to ensure a comprehensive and balanced view of associated risks. This includes checks on the Partner's commitments to Corporate Social Responsibility 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, product safety, and ethical ownership.

## Suppliers

We maintain a strict position on modern slavery risk and disclosure. We implement and enforce several systems and controls to identify and mitigate risk and ensure modern slavery is not taking place anywhere in our organisation or our supply chain. We expect the same high standards from all our contractors, suppliers and other business partners, and we expect that our suppliers will hold their partners to the same high standards. 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. To date, we have received no disclosures of suspected cases of modern slavery in our direct operations or supply chain, and we continue to strengthen our due diligence processes to ensure this remains the case.

# PROTECTING VULNERABLE CHILDREN AND FAMILIES IN UGANDA

A highlight of our work in Uganda this year (2023-24) has been the launch of two important new community prevention projects in under-served parts of the country, aimed at reducing exploitative labour and protecting vulnerable families and communities.



# Risk

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 has set up a Risk and Compliance subcommittee (RCC) to 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 the Risk function as the remit the Head of Operations & Risk, and the Operations & Risk Manager, with additional support from the Safety & Security Advisor.

Like many charitable organisations of similar scope and size, Hope for Justice & Slave Free Alliance are subject to a multitude of risks, across several risk areas. These include:

- Safety & Security risks
- Safeguarding risks
- Corruption (Fiduciary) risks
- Income & Financial Sustainability risks
- People and culture risks
- Information, Cyber & Technology risks
- Governance risks
- Legal & Compliance risks
- Reputational risks
- Operational/Quality risks
- Strategic risks

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.

We are working to continually assess and improve risk management policy, procedure and practices in all risk areas, and in line with international standards and principles (ISO31000 Risk Management).

## Strategic Outlook

The reporting period has presented a predominantly negative global risk outlook, describing an increasingly volatile world coupled with a noticeable resilience gap at multiple levels of global society. This has exacerbated both the risks of human trafficking, as well as the capacity of charitable organisations like Hope for Justice to respond. The top four risk themes are: (1) Economic Pressure; (2) Political Discord and Erosion of Rights; (3) Security & Conflict; and (4) Cyber Security.

By understanding these global themes, we have been able to more accurately predict emerging risk and importantly improve our preparedness to pre-empt and mitigate acute risk events that could affect our business operations, staff, beneficiaries, communities served, or supply chain.

## Economic Pressure

In the contemporary global fiscal climate, the entire risk environment is exacerbated and augmented by a combination of both acute and chronic financial pressures across the charitable sector. This includes issues of inflation, rising costs, and reduced financial support available from a variety of funding stakeholders. Subsequently, financial stability, income and cash liquidity continue to dominate the risk assessments of our operations, requiring continued monitoring, mitigation and response.

## Political Discord & Erosion of Rights

The political landscape is increasingly volatile, with a rise in polarised division, populism and misinformation, exacerbated by social media. With critical elections taking place across the world, and the rise of misinformation, safeguarding civil liberties is a key theme. The conflation of human trafficking with politicised agendas such as migration and national security, and the removal of modern slavery human trafficking from political agendas has reduced the commitment of both governments and businesses to address exploitation. This demands clear and consistent dialogue, and we have continued to navigate these complexities while upholding our mission.

## Safety & security

We operate in several volatile contexts that face heightened threats of civil unrest, conflict and violence. The most significant hostile environments are Karamoja (Uganda) and Bahir Dar (Ethiopia). Projects in these areas are subject to rigorous monitoring, with contingency plans in place should risks escalate. Furthermore, all staff are trained in personal safety and hostile environment security. Hope for Justice has a duty of care to ensure the safety, security and safeguarding of its staff, beneficiaries and communities. We take this responsibility very seriously and are committed to implementing all practicable mitigation to the risk of harm.

## Cyber security

Rapid advancements in technology and computing have placed cyber security towards the top of our risk concerns. There has been a marked increase in the risk of cyber-attacks and complex phishing scams across both the public, private and charitable sectors. In response, we continue implementing cyber security measures across all our countries and programmes to secure our devices from external threats and promote continued vigilance amongst our staff. Finally, the online environment is increasingly the place of social interaction, especially for young people, exposing them to increased risks of online exploitation. These risks require agile and adaptive responses from our programmes and partnerships.

# 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 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 general 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.

# Key Performance Indicators

In our previous Statement, we outlined several initiatives for progress and achievement in 2023-24.

## Staff Survey (Complete)

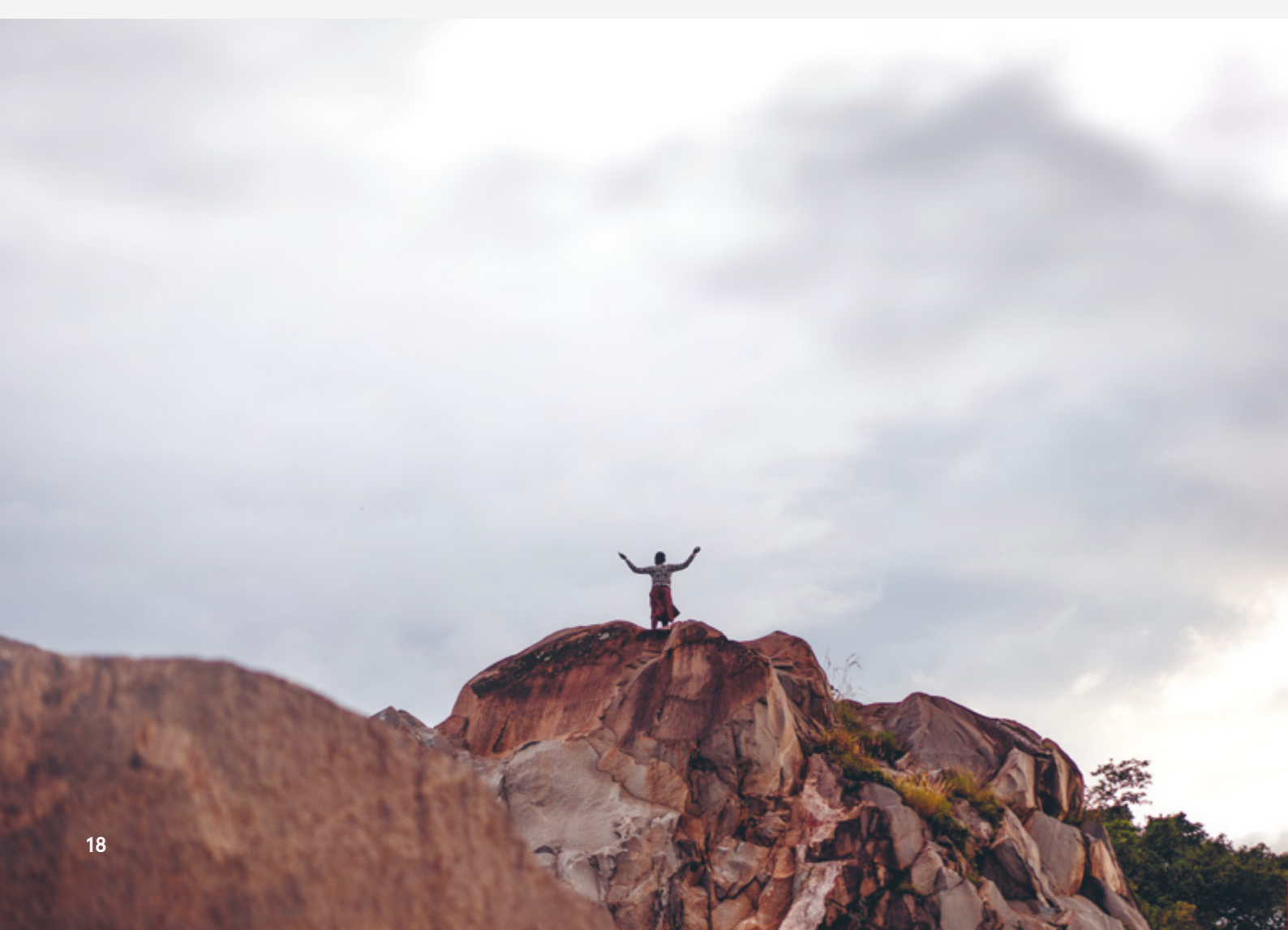
We have acted robustly to address 25 key recommendations and actions generated as part of our Staff Engagement Survey in 2022. At the time of reporting, 20 of these recommendations have now been completed, with a further 3 ongoing, and 2 delayed.

## Gap Analysis (Deferred)

We are yet to accomplish our internal gap analysis to review the modern slavery risk across the organisation to the level of diligence we desire. In recognition of the importance of identifying, mitigating and preventing risk, the Modern Slavery Working Group, and the Executive have re-commissioned the Gap Analysis to be conducted in the financial year 2024-2025, with plans already underway for delivery.

## Financial system (In Progress)

We have taken significant steps to improve our financial systems, procuring a new software platform to be embedded across the global organisation. This will ensure more effective tracking and monitoring of fundraising, expenditure, staff expenses and procurement, enabling closer monitoring and scrutiny of income, costs, supply and sustainability. We are in the process of transferring our key data and core processes to the new platform.



# Future Plans

## Gap Analysis

The Modern Slavery Working Group (MSWG) has commissioned a full Gap Analysis to be conducted in the financial year 2024-2025. This will be a comprehensive review of the organisation's understanding and response to human rights risks given relevant legislation, business and human rights best practices. It will identify good practices and areas for improvement across the entire operations and supply chain of Hope for Justice. The Gap Analysis will result in the delivery of a detailed, evidence-based report that details identified risks and best practices; a set of clear, defined and actionable recommendations that are proportionate to the organisation's capability; and a tailored action plan that prioritises the recommendations based on risk and leverage. By commissioning this report, the Hope for Justice Modern Slavery Working Group aims to: gain a holistic understanding of risks and address them in a pragmatic, informed way; increase resilience to the risk of modern slavery and labour exploitation; build the foundation for a best-practice human rights programme; and support our voluntary compliance with relevant and future legislation, enabling us to lead by example in line with UN Guiding Principles, OECD Due Diligence, and human rights reporting mandates. We expect the findings of this report, as well as details of our progress towards immediate recommendations, to be included in our next Modern Slavery Statement 2024-2025.

*Timeline for completion: March 2025*

## Policy Review

The Risk & Compliance Committee has been commissioned by the International Board of Trustees to review the current management and status of existing policies. The first phase of this work includes an assessment of the organization's policy portfolio, the development of a structured process for policy lifecycles, assigning policies to governance, ensuring consistency of quality; ensuring all policies are accessible; ensuring periodic review dates are in place.

The second Phase includes a review of policies in place and ensuring global integration; improving internal liaison with staff to promote awareness of policies; rolling out appropriate training to key policy owners; and exploring the leveraging of technology or software to streamline the creation, distribution, tracking and reporting of policies.

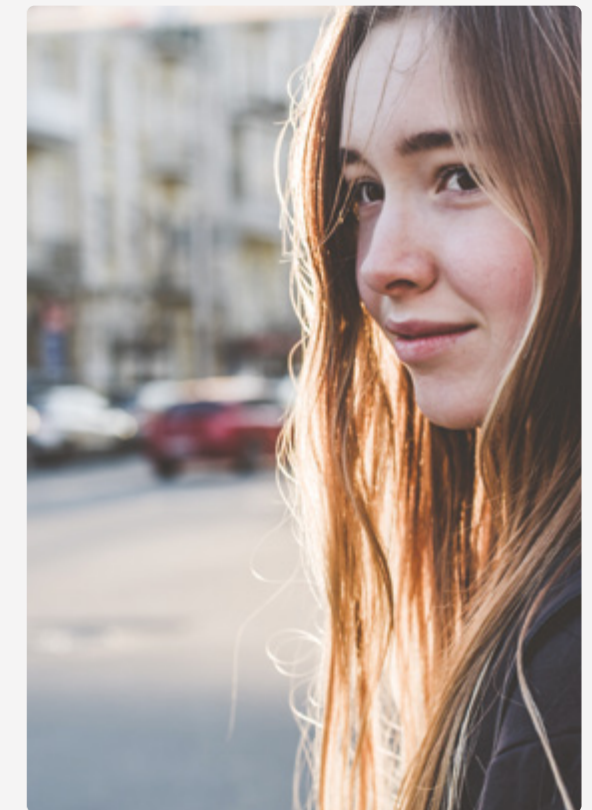
*Timeline for completion: March 2025*

## Risk Management Improvement Programme (RMIP)

Hope for Justice will invest in its approach to risk identification and risk management to ensure more effective and appropriate responses to risk as a more agile organisation, and in response to volatile external contexts. The Operations and Risk Manager will therefore enact a Risk Management Improvement Programme, to assess and improve risk management policy, procedure and practices across the organisation in line with international standards (ISO31000 Risk Management). This project will provide a comprehensive understanding of risk across the organisation, embed risk into strategic decision-making, reinvent the risk management framework to foster operational excellence, equip the organisation to anticipate and address risks in a proactive, preventative manner, and reinforce stakeholder confidence that Hope for Justice is robustly prepared to navigate uncertainty.

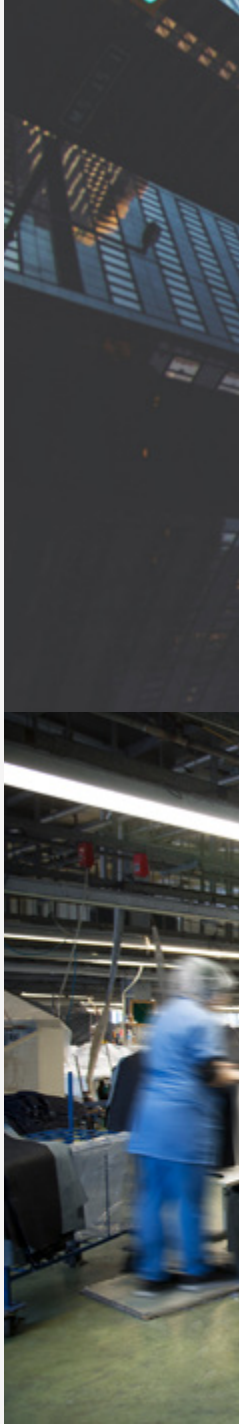
We expect the findings of this review, as well as details of our progress towards improving our Risk Framework, to be included in our next Modern Slavery Statement 2024-2025.

*Timeline for completion: November 2024*



# Modern Slavery Statement

## 2023 – 2024



September 2024

A charity registered in England and Wales (No. 1126097) and in Scotland (No. SC045769).  
A company limited by guarantee, registered in England and Wales (No. 6563365).

Hope for Justice is a 501(c)(3) organization