



unseen **five-year strategy**

our vision

Our vision is a world without slavery. We want to transform society's response to modern slavery so all can live in a world free from such abuse and exploitation.

our mission

It is only through the education of society and its institutions that modern slavery will be truly seen, understood and eradicated. Sustainable change will only occur through the whole system's proactive investment.

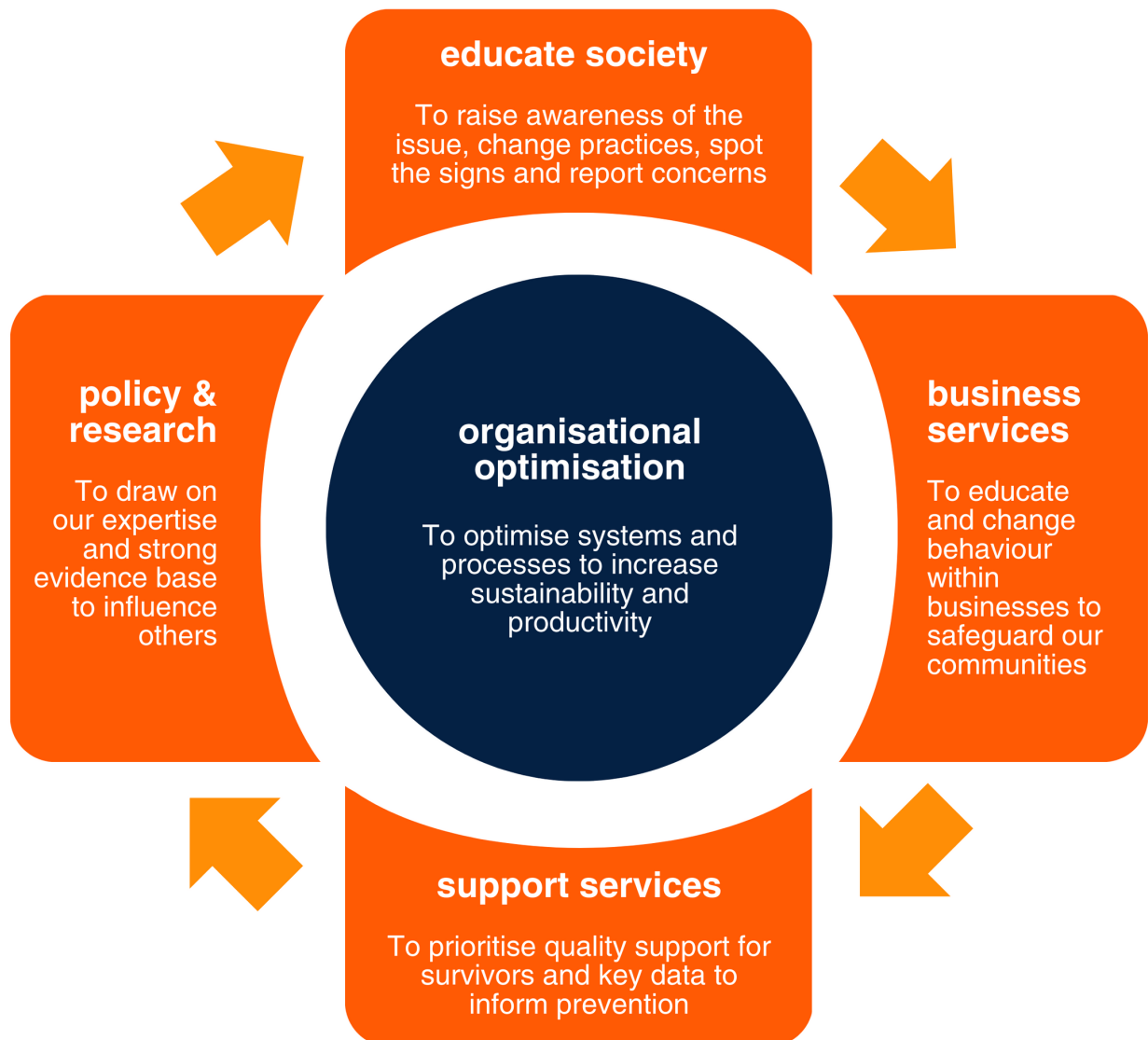
Unseen will optimise its reputation, evidence, experience, and data to inform and positively influence the public, governments, and businesses. We will continue to pursue our mission to tackle modern slavery by empowering, equipping, and influencing others to affect positive and transformational change. Supporting survivors to recover and rebuild their lives remains at the heart of what we do.

our values

At Unseen, we pride ourselves on embodying our values: Honourable, Insightful, Dynamic, Collaborative, and Ambitious.

our priorities

Our key priorities build on 15 years of experience and dedication to tackling all forms of modern slavery and supporting survivors to recover and thrive. This strategy takes elements from all previous Unseen strategies and emphasises the importance of the five key strands to transform society, which are set out as follows:



educating society

We will draw on all we know, all that we learn, all whom we partner and collaborate with and all that we have at our disposal to make sure the unseen of modern slavery and exploitation are seen by society. We will provide tangible solutions for individuals, communities, and organisations to be effective in their personal and professional lives to tackle modern slavery.

We know how important it is to raise awareness and educate others on the risks of modern slavery. We are committed to increasing everyone's understanding of the issue and how they can ensure they are not, knowingly or unwittingly, contributing to it.

we will:

- **raise awareness among frontline professionals so they know what to do and how to be victim aware**
- **better inform consumers and the public of how their choices affect others**
- **train statutory agencies, schools, and partners to know the signs**
- **share our knowledge and expertise with anti-slavery partnerships and national and international stakeholders.**

We will build on our experience and ability to deliver informative and tailored training and awareness sessions, with an increasing focus on child exploitation, expanding our e-learning offer and interactive sessions.

by 2027

Have trained a further 20,000 individuals and raised awareness of modern slavery across all parts of the UK

business engagement

Positively affect the behaviour of businesses by driving up standards to mitigate forced labour/modern slavery.

we will:

- **increase awareness, engagement, transparency and promote continuous improvement**
- **maximise and leverage our influence through our unique Helpline data**
- **embed and expand our business transformation.**

Increasing our reach and work with corporates is key to our longer-term strategy of informing and influencing people and organisations to change behaviours and practices that help to prevent modern slavery.

We will maximise usage of our unique Helpline data to contribute our understanding of where and how modern slavery is infiltrating supply chains across the UK and beyond.

Our continuous improvement approach will seek to improve standards and increase resiliency across all business sectors and industries through the roll-out of our Unseen business community hub and a toolkit for Small and Medium-sized Enterprises (SMEs).

We will continue to promote the importance of the Modern Slavery & Exploitation Helpline as a tool for businesses to report instances, seek advice and get help to assess, act on, and remediate exploitative situations.

by 2027

Actively working with more than 500 SMEs and corporates in diverse sectors and industries

support services

Understanding and supporting the individuals involved and sharing their unique stories.

we will:

- maintain our expertly run safehouse provision and expand our survivor support in the community
- continue to offer an independent Helpline for those in situations of slavery and exploitation as well as those witnessing or suspecting it
- maximise our understanding of the issue and what survivors and others need through our unique Helpline data capture, harnessing enhanced technological capabilities.

Providing appropriate support and care for survivors is at the heart of what we do. We will continue to build on our expertise and data to support and care for survivors, expanding our outreach work from the South West to other regions of the UK.

Recognising that modern slavery knows no boundaries, we will identify international opportunities to connect individuals and organisations to the help, guidance, and advice they need to tackle modern slavery effectively. We will ensure that our work and the work of partners, particularly those with decision-making capabilities, continues to be directly informed by those who have experienced slavery. We will also seek to maximise how we can utilise Helpline data by strengthening our technical capabilities.

Our services will continue to operate through four key channels: safehouse accommodation, outreach services (expansion), Modern Slavery & Exploitation Helpline (develop increased tech capability), and international support (increase reach).

by 2027

Supported more than 1,200 survivors through our frontline services and responded to more than 40,000 Helpline contacts

policy, legislation and operational change

Influence policy, legislation, and operational practice in the UK and overseas to ensure tackling modern slavery remains a priority.

we will:

- collaborate and partner with other individuals and organisations that share our vision
- maximise and leverage our influence, utilising our unique Helpline data
- grow our policy and influence work, ensuring focus is maintained on tackling this issue.

At Unseen, we have a responsibility to ensure that there is ongoing political and policy focus on tackling modern slavery. To that end, we will develop and strengthen our policy and research capabilities, collaborating with partners to influence local, regional, and national policy, legislation, and operational activity.

Recognising the importance of evidence-based policy, we will utilise our experience of working with survivors and our Helpline data to inform and influence change at the highest levels.

We will explore avenues to support greater information and intelligence sharing across the sector, recognising that data silos hinder our understanding and response to the issue.

by 2027

Conducted or supported a minimum of 15 research projects on key topics, working collaboratively with at least 50 different organisations

organisational sustainability and optimisation

Ensuring efficiency and drive at Unseen.

we will:

- routinely review our internal processes and structure to ensure capacity and capability is optimised
- consistently strive to achieve value for money
- continue to prioritise funding, ensuring our support services benefit the most from our activities
- build our technical capabilities to support evidence-led research and operational activities.

This activity will enable more people to take a stand against modern slavery in their daily lives and reduce vulnerabilities to prevent abuse and exploitation.

by 2027

Automated our recruitment, HR and admin processes to increase productivity, sustainability and our resilience

our impact

Our work is still vital as we provide potential victims and survivors with the guidance, support, and information they need to leave, recover, and move on from their ordeal.

To build on our experience of the last 15 years, we will continue to deliver our survivor-informed services through our safehouses, outreach and reintegration services, and our Modern Slavery & Exploitation Helpline.

We will further build on our existing business engagement to increase our partnership approach, change corporate behaviour, and reduce worker exploitation.

We will develop a dedicated policy and research arm to amplify and further influence the strategic direction of key decision-makers.

All our impacts are underpinned by a strong and sustainable organisational structure that supports our people to perform at their best.

our people

At Unseen, we invest in our people to ensure we have the right ethos, environment, and support mechanisms in place to ensure all can thrive. Our senior leadership team brings a wealth of experience to the organisation in dealing with policy, strategy, and operations for vulnerable people and those at risk of exploitation.

Our CEO, Andrew Wallis OBE, was instrumental in influencing the UK Government to introduce a Modern Slavery Act and has a record of working with others strategically to affect change.

Justine Carter, our Director, led the development of the 2015 Modern Slavery Act, set up the Modern Slavery & Exploitation Helpline in 2016 and has 10 years of experience working with and influencing statutory and corporate partners.

Matt Portt, our Finance Director, is the Founder of Portt & Co, an accountancy firm providing outsourced financial services to small businesses across the UK. Matt has been recognised as an expert in his field by Accountancy Age's 35 under thirty-five, with Portt & Co being shortlisted for several regional and national awards.

All of Unseen's managers have experience working with vulnerable individuals and are experts in their specialist fields. We pride ourselves on providing strong induction, specialist training and internal supervision for everyone.

