



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 eliminate modern slavery by empowering, equipping, and influencing others to affect positive and transformational change. Supporting survivors to recover and rebuild their lives remains central to 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' experience and dedication to tackling all forms of modern slavery and placing survivors at the forefront of what we do. This strategy takes elements from all previous Unseen strategies and emphasises the importance of the five key strands to transform society.

The lived experience of survivors is incorporated across all aspects of our work, helping inform effective interventions, improving service delivery, and empowering these individuals to become leaders and advocates in the fight against slavery. Recognising that our work will be strengthened by diverse perspectives, we are guided by the principles of equity and inclusivity.



educating society

Drawing on our extensive experience and network of partners, we will ensure 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.

Unseen is committed to increasing everyone's understanding of the issue and how they can ensure they are not, knowingly or unwittingly, contributing to it. We want to educate communities, including as many people as possible in the mission to end modern slavery.

We will:

- **Raise awareness among frontline professionals so they know how to take action and are victim aware.**
- **Better inform consumers and the public as to 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.**
- **Support the development of safer and stronger communities by raising awareness of modern slavery and exploitation.**

We will build on our experience and ability in delivering informative and tailored training and awareness sessions. This will include a greater focus on tackling child exploitation and expanding our e-learning offer and interactive sessions.

by 2027

We will have trained a further 50,000 individuals¹ and raised awareness of modern slavery across all parts of the UK

1. In 2023, Unseen reached its original target of training a further 20,000 individuals. Our new target is to train a further 50,000 individuals in 2024–27.

modern slavery 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.**
- **Ensure the provision of an independent Helpline for those in situations of slavery and exploitation as well as those witnessing or suspecting it.**
- **Deepen our understanding of the issue and what survivors and others need through analysis of our unique Helpline data.**
- **Enhance our use of technology to improve the quality of the data we capture from our Helpline.**
- **Ensure the lived experience of a diverse group of survivors influences all aspects of our service delivery.**

Providing appropriate support and care for survivors is at the heart of what we do. We will continuously improve our engagement with local agencies and organisations to support survivors. We will also 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 channels 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 and is inclusive of all survivors. 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), the Modern Slavery & Exploitation Helpline (develop increased tech capability), and international support (increase reach).

by 2027

We will have supported more than 1,200 survivors through our frontline services and responded to more than 40,000 Helpline contacts

business engagement

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

We will:

- **Increase awareness, engagement, and transparency, and promote continuous improvement.**
- **Maximise and leverage our influence through our unique Helpline data.**
- **Continuously improve and expand our expert services to businesses.**

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.

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

Our continuous improvement approach will seek to drive up standards and increase resilience across all business sectors and industries through our Unseen Business Hub and toolkit for small and medium-sized enterprises (SMEs). Our services will be dynamic and adaptive to the complexity of the everchanging external landscape and increasing global legislation.

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

by 2027

We will be actively working with more than 500 SMEs and corporates in diverse sectors and industries

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 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.
- Empower survivors to become advocates for change, ensuring lived experience is factored into policy design.

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

Recognising the importance of evidence-based policy, we will use our experience of working with a diverse group of 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

We will have 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.
- Better support our people to achieve our mission, through the provision of efficient systems and processes and effective, inclusive, person-centred line management.
- Consistently strive to achieve value for money.
- Ensure continued financial stability by maintaining robust financial controls and detailed oversight of income and expenditure.
- 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

We will have optimised our recruitment, HR, and admin processes to increase productivity, sustainability, and our resilience

our impact

Our work is more important than ever. We provide potential victims and survivors with the guidance, support, and information they need to leave, recover, and move on from their trauma.

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 work, as well as the 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.

Our impact is 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 the Modern Slavery Act in 2015. He chaired the Centre for Social Justice report 'It happens here', which is widely acknowledged as the catalyst for the Act. Since then, Andrew has inspired the growth of Unseen into one of the UK's most holistic anti-slavery charities.



Justine Carter, our Executive Director, also played a key role in the development of the Modern Slavery Act. She also set up the Modern Slavery & Exploitation Helpline in 2016, created Unseen's business services in 2017 and has 13 years' 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.



Sian Hartstill, our Director of Fundraising, Communications and Operations since May 2022, became aware of the issue of modern slavery during her time as a marketing consultant, supporting a client who was proactive in this area. Sian brings a wealth of experience and knowledge in the areas of people development, marketing, and the charity sector.

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 all staff.

