

# Modern Slavery PEC Impact report

## Introduction

1. The Modern Slavery and Human Rights Policy and Evidence Centre (Modern Slavery PEC) was created by the investment of public funding to enhance understanding of modern slavery and transform the effectiveness of law and policies designed to address it. The Centre funds and co-creates high quality research with a focus on policy impact, and brings together academics, policymakers, businesses, civil society, survivors and the public on a scale not seen before in the UK to collaborate on solving this global challenge. The Centre is a consortium of six academic organisations led by the [Bingham Centre for the Rule of Law](#) and is funded by the [Art and Humanities Research Council](#) (AHRC) on behalf of [UK Research and Innovation](#) (UKRI).

### What we do:

- We fund and co-create impartial research to provide insight and analysis on modern slavery;
- We translate the evidence produced by our funded teams into practical recommendations for decisionmakers to drive a real policy change;
- We facilitate connections between researchers and relevant policymakers and decisionmakers to inform their work;
- We facilitate new collaborations and connections in modern slavery research between those who have not previously worked together, for example academics, policymakers, legislators, businesses, civil society, survivors;
- We work to make sure people with lived experience of modern slavery meaningfully influence our work;
- We promote evidence to wider audiences to enhance the understanding of modern slavery more widely.

## Purpose of this report

2. This report summarises the Centre's approach to understanding its impact, and what it has achieved since its inception in 2019 till the end of 2022, based on qualitative and quantitative data collected by the Centre. We have also surveyed and interviewed stakeholders, including policymakers and funded research teams. 2023 and future activities will be captured in next year's reporting.

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## Our approach to understanding impact

3. The Modern Slavery PEC is committed to continuous improvement and ongoing measurement and assessment of our impact to inform how we work. Monitoring and evaluation (M&E) activities are essential to:
  - a. understanding and demonstrating the impact of the Modern Slavery PEC's work
  - b. reviewing how effectively it is achieving its objectives.
4. To ensure we are fully, fairly, and transparently evaluating our work, our monitoring and evaluation activities involve and inform everybody we work with, comprising staff, governance groups, funders, research teams, and other stakeholders, including NGOs, people with lived experience, policymakers and businesses. Dedicated resource through the role of the Monitoring and Evaluation Manager has been important for delivering this, supported by the wider core team.

### **Monitoring and evaluation principles**

All data, collection methods, analysis and reporting have sought to be in line with principles:

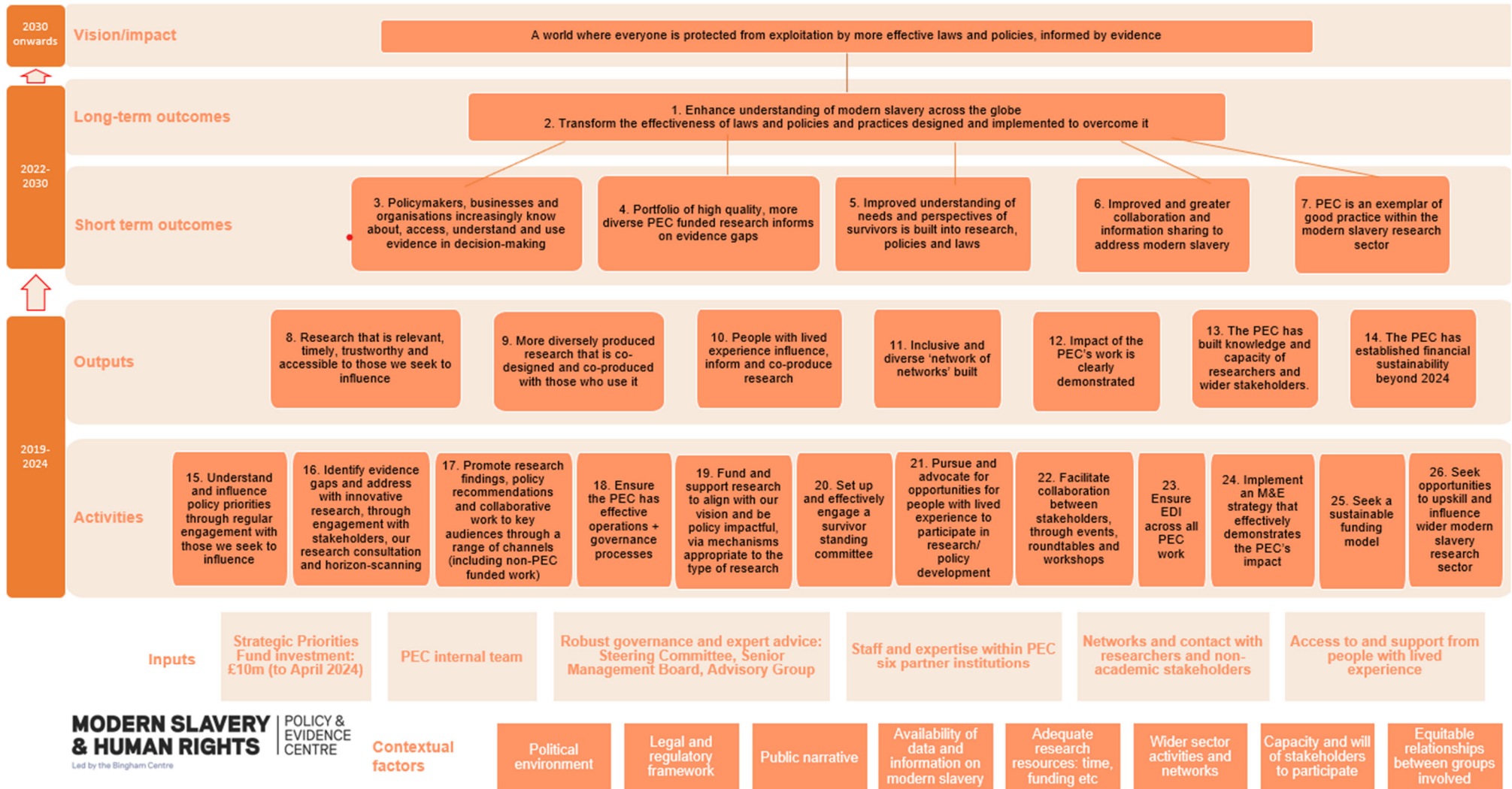
- **Proportionate and realistic** activities that provide informative findings but do not distract from the Centre's primary activities and objectives
- **Specific, reliable and relevant** to the Centre's activities, ensuring coherence with our objectives.
- **Comprehensive** in scope and quality, meaning we can present the full picture
- **Inclusive** to ensure we gather input from all our diverse stakeholders to fairly evaluate our work and present our impact in different areas
- **Flexible and adaptable** to changes and improvements in our activities and outputs
- **Accessible and transparent** so that outputs can be meaningfully used by other actors

## Our approach

5. We have developed a bespoke Theory of Change (next page) to define and identify our impact priorities. The Theory of Change sets out what we are hoping to achieve (vision/impact, long-term and short-term outcomes), and how we aim to do this (outputs, activities, and inputs) to 2024 and further. The Theory of Change recognises that our short-term outcomes (and longer-term impacts) will begin to be realised during the Centre's current funded period (i.e. to March 2024) but will continue further than 2024. It also recognises that much of our work relies on effective and supportive engagement from other stakeholders and has been impacted by several contextual factors, which though we can seek to influence, we do not have direct levers to control.
6. We collect and use qualitative and quantitative data to assess our impact. The overlapping nature of activities, outputs and outcomes means we take a contribution analysis approach in which metrics relating to activities, outputs and outcomes together demonstrate overall impact.<sup>1</sup> This is relevant to the work of the Centre because:
  - Individual activities and outputs contribute to a multitude of short-term outcomes.
  - Activities and outputs contribute in different ways and to different extents to our outcomes.
  - Some elements of the Theory of Change are both ends in themselves and enabling factors for other outputs and outcomes.

<sup>1</sup> For more, see: <https://www.betterevaluation.org/methods-approaches/approaches/contribution-analysis>

# The Centre's theory of change



## Measuring impact

7. There is a significant and growing literature on the impact of research on policy and practice; and measuring the impact and efficacy of research and policy impact work is widely acknowledged as a challenge. As a result, we use a combination of data collection methods, throughout our work to understand and evidence our impact. In 2021, the Modern Slavery PEC developed and implemented this monitoring and evaluation strategy, with formalised data collection beginning in Jan 2022.
8. Data sources include:
  - Planning, management and financial documentation.
  - Data extracted from databases for example HubSpot, our contact management system.
  - Online surveys tailored to stakeholder interest and input. This includes specific surveys for research teams who have completed projects, for policymakers who we are trying to influence, for event and workshop attendees and a diversity data questionnaire for all of those who engage with us in a meaningful capacity.
    - o There have been 19 survey responses from policymakers, businesses, civil society stakeholders and other actors, and 7 survey responses from funded research teams who completed projects in 2022.
  - Focus groups and interviews with stakeholders, including the core PEC team, funded researchers, governance groups, NGOs and policymakers:
    - o The M&E Manager undertook interviews with five policymakers from UK Government departments and 6 research team members from 4 teams who have completed projects funded by the Modern Slavery PEC, including academic and project partners.
    - o A number of other stakeholders were interviewed by an external consultant as part of a planning process for the Centre after the current funding period ends in March 2024. Some feedback from these interviews has been included in this analysis.
  - Website and social media evaluation statistics.
  - Case studies and written feedback.

### Learning:

Seeking to demonstrate the Centre's impact has generated a number of learnings including:

- The importance of embedding M&E activities, particularly data collection, into the day to day activities of the organisation and providing appropriate resources, tools and support
- Ensuring buy in from those sharing data and being transparent about its use.
- Anonymity to provide the opportunity for honest feedback and responses e.g. in surveys and interviews.
- Accuracy of analysis. Evidence needs to be considered in the context of a number of factors including how it was gathered, from whom, what perspective or bias might be influencing data and how complete a picture would stakeholders have. For example, in this analysis, survey response rates have been low in some areas, and only a sample of stakeholders have been interviewed, therefore this report does not aggregate reflections across all actors working within modern slavery research.

## Reporting and analysis

9. Analysis of the Centre's impact has been undertaken by the Centre's Monitoring and Evaluation Manager and used to inform internal activities and approaches, via continuous improvement, reporting to our funders, governance groups and other stakeholders and a summary report published on our [website](#) alongside this document.

## The unique role of the Modern Slavery PEC

10. The Modern Slavery PEC's vision is a world where everyone is protected from exploitation by effective laws and policies, informed by evidence. The Centre's mission is to enhance understanding of modern slavery across the globe and transform the effectiveness of laws and policies designed to overcome it.

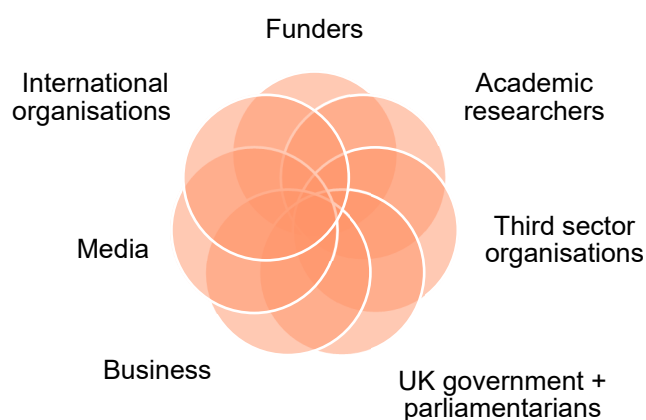
### The need for a Modern Slavery PEC

11. There is a large 'ecosystem' of individuals and organisations working to address modern slavery, including researchers, policymakers, civil society and other organisations, with differing objectives and approaches, but all with the shared goal to eradicate modern slavery and support survivors' wellbeing and recovery. The Centre was created to change the way in which modern slavery research is done, so that it is co-designed and co-produced with those who use it, to ensure it addresses research priorities from a wide set of stakeholders and improve its understanding, accessibility and relevance to policymakers, lawmakers and other decisionmakers. The Centre was set up to improve the quality of the evidence and knowledge base to influence policies and laws, by bringing different disciplines, individuals and organisations together and facilitating new collaborations in modern slavery research, a priority recognised among many working to address modern slavery.<sup>2</sup> The Centre also seeks to ensure that people with lived experience of modern slavery, and those working closely with them, meaningfully inform research and policy in the UK.

12. The Centre has a unique role within modern slavery research, as a research funder, knowledge broker, convenor of stakeholders and producer of expert analysis, with policy impact at its core. As a new initiative, the Centre has had the opportunity and scope to work in a different way to established practices and formalised institutional structures; improving its approach based on feedback and learnings, and substantial and meaningful engagement with a wide range of stakeholders.

### The ecosystem in which the Modern Slavery PEC operates

13. The diagram demonstrates the range of stakeholders involved in addressing modern slavery, which work together in different ways and have different experiences, expertise and ability to participate in modern slavery research. These groups interact in different ways, for example funders invest in projects, undertaken by academic researchers and other organisations including third sector and business, to inform the actions of government and parliamentarians. One of the Centre's main objectives has been to facilitate engagement and encourage collaboration between many of these actors.



<sup>2</sup> For example see: [‘It is a capital mistake to theorise before one has data’](#), Wallis, A, Cockbain, E 2018



14. As part of a wider modern slavery ecosystem, the Centre's activities are impacted by factors identified in the theory of Change, which have evolved since the Modern Slavery PEC was first envisaged.
- The political environment: the Centre's ability to influence policy and laws and the research it funds is impacted by the political priorities and focus on modern slavery, including perspectives of Ministers, parliamentarians, and civil servant groups. This has impacted both the means through which the Centre undertakes activities as well objectives of stakeholders within the wider landscape of activity on modern slavery in which the Centre sits. For example it is not clear whether the UK Government intends to proceed with previous commitments to revise the 2014 Modern Slavery Strategy. The post of UK Independent Anti-Slavery Commissioner, a key audience for the Centre's work, has been vacant since April 2022.
  - Legal and regulatory framework: underlying and existing structures and regulations (e.g. enforcement) impact on the research funded and activities undertaken to effect change. Over the Centre's lifetime, this has included the Nationality and Borders Act 2022, the Online Safety Bill and the planned Illegal Migration Bill, introduced in March 2023, proposes to reduce protections for people affected by modern slavery who arrive in the UK irregularly.
  - Public narrative: Research informs and is informed by public perceptions about modern slavery, and this links with political and business priorities and areas of interest. The changing political debate and media reporting have been important factors in this context.
  - Availability of data and information on modern slavery: the quality of the research the Centre has funded and ability to fill evidence gaps has been dependent on the resources available for research. In March 2022 the Government made National Referral Mechanism and Duty to Notify Statistics (2014-2022) available on the UK Data Service. The Centre successfully obtained agreement in principle from the Home Office to share Duty to Notify referral data for a research call on Improving Identification, the first time the data would be independently analysed.
  - Adequate research resources: Research teams have been impacted by other priorities and limitations such as availability of funding, and the Covid-19 pandemic that has affected their ability to deliver the research.
  - Wider sector activities and networks: the PEC operates in a wider ecosystem that is impacted by other organisations' activities demonstrating the need for collaborations, a key objective of the Centre.
  - Objectives, capacity and will of stakeholders to participate: this relates to all the Centre's stakeholders; including policymakers and researchers. Many of the Centre's activities seek to align goals of different stakeholders and increase capacity for building relationships.
  - Equitable relationships between stakeholders: the Centre's network incorporates many stakeholders with different expertise approaches and priorities. Power dynamics, including equity, quality and fairness of partnerships, impacts those working on modern slavery. The Centre has sought to address this by amending funding rules for research team partnerships, building capacity for those less familiar with research, and sharing learnings on equitable partnerships gained through projects.
  - Funding limitations: the Modern Slavery PEC has a set budget to March 2024 and requirements for how some of the funds within the budget are set by our funders' terms and conditions, including who the money is distributed to and through which means. This conditional funding has sometimes limited the Centre's ability to respond to identified needs across the sector, for example those relating to supporting third sector



organisations. The Centre has however worked closely with AHRC to implement changes where it can to allow for more flexibility in funding rules and mechanisms.

## The impact of the Modern Slavery PEC on the modern slavery research and policy and practice ecosystem

15. Almost all of the Centre's stakeholders consulted were very positive about the Modern Slavery PEC;<sup>3</sup> indicating strong satisfaction with the Centre's work and expressing interest in working with the Centre in the future, and stating they were likely to recommend working with it to colleagues. Positive characteristics identified include the Centre's multilateral stakeholder approach, responsiveness of activity to policy priorities, staff expertise and usefulness of research outputs.

*'The additional funding and profile that the MSPEC has given to research on modern slavery is a significant contribution to the knowledge and evidence base on the subject.'*

Research team member

*'It has become a well-respected institution pretty quickly.'*

Academic

*'After a slow start, due to mobilisation issues, there was a step change. We've seen lots of research; good policy papers; and it's become a good 'go to' knowledge hub on modern slavery issue.'*

Academic

16. The uniqueness of the Modern Slavery PEC's approach was also praised by policymakers, specifically the Centre's ability to link different stakeholders, develop research collaboratively and for funding research in new areas such as consumer attitudes to modern slavery.<sup>4</sup> Policymakers valued the strength of the relationships with the Centre's core team, particularly their role as a 'critical friend'.

*'[you] do incredibly important work, and work with a range of very talented researchers and staff from all different backgrounds.'*

UK policymaker

17. The breadth and significance of the Modern Slavery PEC's activity has also been cited by several important actors who influence modern slavery policy. For example, in its follow-up review of 2020-21 reports, the UK Independent Commission for Aid Impact stated, '*The Modern Slavery Policy and Evidence Centre (MS PEC) has established itself both nationally and internationally as a credible research actor and has commissioned a significant range of research*'<sup>5</sup> In addition, the US State Department Trafficking in Persons 2022 report recognised the range of topics the Modern Slavery PEC has published research on to inform policy choices.<sup>6</sup> In her 2021-21 annual report, the then Independent Anti-slavery

<sup>3</sup>19 survey responses from policymakers, businesses, civil society stakeholders and others, 6 survey responses from funded research teams who had completed projects in 2022. Interviews with five policymakers at Home Office and FCDO, and 8 research team members from 5 teams who have completed projects, including academics and partners.

<sup>4</sup> [Consumer attitudes towards modern slavery](#), Oct 2021

<sup>5</sup> [ICAI follow-up review of 2020-21 reports](#), June 2022

<sup>6</sup> [US State Department Trafficking in Persons report 2022](#)

Commissioner recognised the Modern Slavery PEC as *‘an established facilitator of modern slavery research’*<sup>7</sup>

18. In their annual report on modern slavery in 2021 the Home Office recognised the contribution of the Centre, citing its progress in having *‘brought together academics, policy makers, NGOs and businesses to generate knowledge, improve collaboration and strengthen the UK’s response to modern slavery.’*<sup>8</sup>
19. The Centre’s profile and expertise has also meant that the Office of Theresa May MP and the FCDO independently funded two research projects in 2022, which subsequently received additional funding for further work, and an additional research project on the role of investors in addressing modern slavery in supply chains, which began in 2023. The Centre’s Scoping Study, *Assessing the case for a Global Commission on Modern Slavery and Human Trafficking*, has provided the basis for ongoing international discussions about establishing a Global Commission, for which the UK announced its support in April 2023.

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<sup>7</sup> [Independent Anti-slavery Commissioner annual report 2021-22](#)

<sup>8</sup> [Home Office 2021 UK Annual Report on Modern Slavery](#)

## Outcome 1: Policymakers, businesses, and organisations increasingly know about, access, understand and use evidence in decision-making

20. The Modern Slavery PEC aims to influence groups who have the capability, opportunity and motivation to determine or influence policy and law on modern slavery. The Centre has identified several priority groups it is seeking to influence, specifically UK policymakers and lawmakers, businesses, and organisations or actors that directly influence policies and laws (such as the UK Independent Anti-Slavery Commissioner). The Centre encourages access to and the use of evidence in the decision-making of these groups, to promote more effective laws and policies on modern slavery. To date, the organisation has primarily focused on influencing policymakers from across various UK Government departments and devolved administrations.

### Impacting policymakers

21. The Modern Slavery PEC undertakes several activities to increase policymaker knowledge, access, understanding, and use of evidence in decision-making. Policy impact is a central consideration to the organisation's research, with several outputs prioritising policymaker needs such as policy briefs and research summaries. The Centre carries out regular engagement with policymakers to identify policy-relevant evidence gaps, disseminate research, discuss recommendations, as well as to provide expertise and views on policy issues. In addition to regular meetings, the Centre hosts events, roundtables and workshops, including bringing researchers and policymakers together.

### Defining policy impact

22. Since its inception, the Modern Slavery PEC has impacted policymaking in the UK in a variety of ways. The Centre's policy impact can be presented in the following four categories, though worth noting that there are links between these and thus some activities can lead to several types of impact:<sup>9</sup>

- **Instrumental impact:** Support and encourage policymakers to directly use evidence in policy decisions, policymaking, departmental ways of working, and to inform legislation and scrutiny of Government.
- **Conceptual impact:** Support and encourage policymakers to increase their access to and understanding of evidence in modern slavery policy and decision-making.
- **Capacity building:** Directly improve the skills and expertise of policymakers in accessing, understanding and using evidence in decision-making, and those of researchers in creating policy-impactful research.
- **Relationship building:** Directly increase the number and quality of relationships and the level of trust between the Modern Slavery PEC and policymakers, and between policymakers and the wider modern slavery research sector.

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<sup>9</sup> These categories are drawn from Laura Meagher and David Edward's identification of five types of impact in '[A framework to evaluate the impacts of research on policy and practice.](#)'

## Instrumental impact: direct use of Modern Slavery PEC research and analysis

23. There are numerous examples of where research funded by the Centre has directly impacted policies, laws, governmental ways of working and statutory guidance related to modern slavery. Policymakers have commented on the Centre's work as:

*'[used] to inform research and evidence collated for policymaking decisions in the Home Office'.*

*'invaluable in facilitating discussions across government and within departments about current policies and how they can be improved.'*

UK policymakers

24. Some specific examples of where outputs funded and/or produced by the Modern Slavery PEC have had instrumental impact include:

- **Informing government strategies with evidence.** The Centre informed the UK Government's review of its 2014 Modern Slavery Strategy by co-hosting a roundtable with the Home Office for researchers on the role of evidence in the strategic approach. The Centre is actively engaging with the Scottish Government to inform its review of its Trafficking and Exploitation Strategy e.g., through written submissions
- **Changes to guidance on survivor support,** such as the Statutory Guidance for Modern Slavery Victim Identification and Support in England and Wales (under s49 of the Modern Slavery Act 2015) which was updated to make legal aid entitlements clearer, in line with the recommendations made by a Modern Slavery PEC funded research project on [access to legal advice for survivors of modern slavery](#), following engagement between the Modern Slavery PEC and officials in the Ministry of Justice.
- **Improvements to data publications.** Examples include additional [National Referral Mechanism \(NRM\) data](#) published by the Home Office on the UK Data Service (UKDS), in line with the recommendations featured in the Centre's policy briefing on identification of potential victims, and a [statistical bulletin](#) that, for the first time, included data on the links between modern slavery, small boat Channel crossings and asylum, in line with the Centre's [detailed recommendations](#). This has greatly enhanced the ability of researchers and civil society to understand trends and patterns in the scale and nature of modern slavery in the UK.
- **Informing Parliamentary scrutiny,** for example the UK Joint Committee on Human Rights (JCHR) cited the Centre's evidence several times in its report on the modern slavery provisions of the Nationality and Borders Bill. The evidence was also relied upon in parliamentary debates, with a result of one clause being amended (now Section 63) in a way that reflected a recommendation made by the Centre. Furthermore, the Centre's Director of Research gave oral evidence to the International Development Sub-Committee on the work of the Independent Commission for Aid Impact (ICAI), which was subsequently cited in the government's response and the ICAI's 2022 Impact report.
- **Following engagement,** the UK Department for International invited the Modern Slavery PEC to provide **expert input to support technical discussions** amongst G7 officials on best practices to prevent, identify and eliminate forced labour in global supply chains. Those discussions led to G7 Trade Ministers issuing a [joint statement](#).

25. The work of the Centre has also been cited in a number of published policy documents across a range of stakeholders, including the Home Office modern slavery statement, the UK Independent Anti-Slavery Commissioner's annual reports and the Director of Labour Market Enforcement Strategy.

## Conceptual Impact: increasing policymaker access to and understanding of evidence

26. To support policymakers to access evidence, the Centre ensures the development of policy relevant outputs. To date, the Centre has published seven policy briefs, which synthesise research and evidence on a particular topic, rate the quality of the available evidence base, and where relevant, make specific recommendations for policymakers. In the policymaker survey, they were highlighted as an appropriate means of drawing together research and framing in policy relevant terms, bringing ‘coherence’ and ‘clarity’ to the recommendations. The Centre’s policy brief on the ‘Impact of Covid-19 Pandemic’ led to a roundtable discussion with twenty-five policymakers from across the Home Office Modern Slavery Unit and FCDO to discuss the key findings and recommendations, which was well received by attendees.

The Centre has funded and supported research project teams to produce twenty Modern Slavery PEC Research Summaries, which have increased policymaker access to evidence, and promoted their understanding of individual research projects. Both research summaries and policy briefs were described as ‘very accessible’ by policymakers and were deemed effective in communicating key findings in a synthesised and concise way. Areas of the Centre’s work that works well noted by policymakers was the:

*‘translation of research findings into policy relevant products and relevance to policymakers’ priorities’*

UK policymaker

*‘I would say the biggest value is they don’t just send you a report, fire and forget they do follow it up and give you the opportunity to scrutinise it and they do tailor those meetings to who they’re speaking to.... that’s made all the difference to what I’ve drawn out of their reports.’*

UK policymaker

23. In 2022, the Centre was funded by the FCDO to research the nature and effectiveness of survivor engagement in international policy and programming on modern slavery. The project was well received by policymakers, in part due to its co-design with policymakers, and the strength of existing relationships between the Centre’s core team and policymakers. The majority of respondents to the feedback survey from an in-person roundtable event on the project felt the research and recommendations contributed to their knowledge of the topic, and were accessible, timely and trustworthy. Policymaker interest in the project, and their perception of its value, are demonstrated by its positive reception.

*We are committed to empowering and engaging people with lived experience of modern slavery in our international policy and programming work, and this report will help shape our approach.*

Lord (Tariq) Ahmad of Wimbledon, Minister of State at the FCDO and the Prime Minister’s Special Representative on Preventing Sexual Violence in Conflict<sup>10</sup>

24. The Centre has also increased policymaker access to and understanding of evidence by acting as a secondment host for the Civil Service Fast Stream, a graduate programme designed to streamline individuals into senior leadership. The Centre has hosted three secondees, with one

<sup>10</sup> <https://twitter.com/tariqahmadbt/status/1590662691211087873>

Fast Streamer commenting that working for the Centre significantly increased their understanding of:

*'not just modern slavery and how it interacts with other policy areas, but also the different ways in which research can and should impact policymaking processes.'*

Fast streamer secondee

### Capacity building: improving the skills and expertise of policymakers

25. The Modern Slavery PEC undertakes regular engagement with policymakers, to increase the skills and expertise of policymakers in using evidence in policy and decision-making, including hosting workshops and events. All survey respondents felt the Centre's work had contributed to their understanding of the evidence on modern slavery, with one policymaker interviewee stating that the Centre's research had increased knowledge in modern slavery topics, both their own and of their wider team, including on survivor engagement.

26. In order to improve policymakers' understanding of research, the Centre engages policymakers early in the research process and focuses on ensuring funded research is policy relevant. In 2022, the Centre frequently consulted with policymakers to identify priorities for evidence, and opportunities for research to influence policy development. This engagement continues once research is funded to ensure policymakers are closely involved throughout, with several meetings held in 2022 to discuss evidence-based recommendations, and to disseminate research outputs to policymakers. This early engagement in the research funding process was commended in survey responses which identified elements of the Centre's work that has worked well:

*'involvement at an early stage of research to feed in key policy questions and areas of focus for research'*

*'having early sight of reports ahead of publication'*

*'PEC responsiveness to emerging issues for more rapid pieces of research'*

27. As set out in paragraph 52, the Modern Slavery PEC has also improved policymakers' understanding of research processes through their involvement in the development of research calls and reviewing applications.

### Relationship building: engagement between the Centre and policymakers

28. Since its inception, the Modern Slavery PEC policy impact team has developed and sustained deep, trusting and consistent relationships with a number and variety of policy stakeholders. The Centre has strong ongoing relationships with the Office of the Independent Anti-Slavery Commissioner (IASC), the Modern Slavery Unit (MSU) and Analysis & Insight (HOAI) at the Home Office, the modern slavery team at the Foreign and Commonwealth Development Office (FCDO), and officials at the Scottish and Welsh Governments' modern slavery and human trafficking teams. In addition, the Modern Slavery PEC engages with other policy actors, where relevant to specific research projects, for example, officials from the Department for International Trade (DIT – now the Department of Business and Trade), the Cabinet Office (CO), the Ministry of Justice (MoJ), the Department for Education (DfE), the Department for Levelling Up, Housing and Communities (DLUHC), Department for Work and Pensions (DWP), and the Office of the Director of Labour Market Enforcement (ODLME). The Centre also engages at Ministerial level, with three meetings with the Home Office Safeguarding Minister since the



Centre's inception. The organisation has also facilitated cross-government engagement by bringing together different departments to engage on priority evidence gaps and upcoming research calls, outputs, and recommendations.

*'They are good at holding really open and trusted conversations – and playing the critical friend function has been particularly helpful .... [so]...it does feel like a very collaborative and trusting relationship which is great.'*

UK policymaker

29. These relationships have supported the organisation to develop sustained and meaningful engagement with policymaking processes. In 2022, the Centre held over 80 meetings with policymakers, 12 of which were introductions to new policymakers and departments. Policymakers valued the strength of the relationships with the Modern Slavery PEC with repeated references to the Centre's role as a 'critical friend'. In July 2021, the Modern Slavery PEC was invited to co-chair a roundtable with the Home Office Modern Slavery Unit (MSU) to inform the UK Government's review of the Modern Slavery Strategy.
30. All survey respondents rated meetings with core PEC team staff as 'very helpful', with one stating meetings with and facilitated by the Centre as 'the most helpful elements' of the Modern Slavery PEC's work. An indicator of this strong relationship is agreement from a range of Government departments to dedicate Single Points of Contact (SPOC) for individual twelve-month PEC research projects. SPOCs are policy officials who engage throughout a specific research project for example by attending meetings to discuss objectives, interim and final findings. Additionally, in early 2023, the FCDO re-commissioned and funded the Modern Slavery PEC to undertake research on the role of investment in addressing modern slavery risk.

### Relationship building: engagement between policymakers and researchers

31. The Centre aims to foster and support relationships between policymakers and researchers in order to further encourage the use of evidence in decision-making. In 2022, the Centre introduced funded research teams and policymakers, facilitating 17 engagements on research findings. The Centre works with research teams to co-produce an engagement plan for each project, which creates and facilitates opportunities for research teams to engage directly with policy and other stakeholders to maximise the impact of research. In addition to these meetings, the Centre encourages policymaker and research attendance at its different events, including those focused on specific research dissemination and wider topic-focused roundtables. Survey respondents who had attended events mostly found them to be helpful and valued the opportunity to engage directly with the findings. An interviewee highlighted the long-term value of this engagement, describing it as aiding a '*short notice kind of network to help us to talk to the right people about a particular theme.*' Policymakers identified that the work of the Centre had expanded their network even wider, with stakeholders including researchers, civil society organisations and in one instance, other policymakers, both through the sharing of individual contacts and facilitating engagement between policymakers and PEC-funded research teams.

### Impact of Modern Slavery PEC research and analysis on businesses and other organisations

32. In addition to policymakers, the Modern Slavery PEC seeks to influence and collaborate with businesses and other organisations, including non-governmental organisations, charities, and the wider policy-engaged academic sector. To date, the Centre has focused on building



relationships with these organisations and generating conceptual impact by support them to increase their access to and understanding of evidence around modern slavery.

33. The majority of wider stakeholder respondents were very satisfied with the Modern Slavery PEC's work, specifically citing the value of its 'multilateral stakeholder approach'. The same survey respondents also said they were likely to want to work with the Centre and recommend working with the Centre to stakeholders in the future.

34. The Centre's partnerships work has focussed on building relationships with other organisations such as local government, businesses, NGOs and academics. During 2022, the Centre held:

- a. five meetings with local government umbrella bodies or associations;
- b. 20 meetings with NGOs that are either survivor-led or that engage closely with survivors;
- c. 13 meetings with academic networks or centres that have a focus on research-policy engagement or specifically on modern slavery;
- d. four meetings with business stakeholders and one business roundtable, alongside participation in three meetings of the Bingham Centre Business Network.

The purpose of these meetings includes raising the profile of the Centre, sharing research outputs and findings, learning from others' expertise and good practices, collating ideas on evidence gaps and research priorities, and laying the groundwork for future collaboration.

35. The Centre hosts roundtables or other engagements with businesses, including the finance sector, to share relevant research findings as well as to understand the challenges businesses face and what the key evidence gaps are where research could support their actions to address modern slavery. Anecdotal feedback from those at these events suggests they have been successful at identifying evidence gaps and contributing to businesses' understanding of evidence on modern slavery. Some respondents to the survey felt the Centre had supported them to develop networks with researchers, civil society, businesses and policymakers, but this was not consistent across stakeholders. The Centre also shared learnings from our business engagement more widely: for example, the Modern Slavery PEC's Partnership Manager [blogged](#) about the key challenges for the finance sector in tackling modern slavery.

36. Discussions at business roundtables have had a direct impact on the Centre's research priorities and engagement with businesses has shaped a list of key evidence gaps around modern slavery in supply chains, which were then discussed and prioritised at a business roundtable in June 2021. The highest priority evidence gaps were further developed and refined through a workshop with invited academic researchers and business stakeholders; that discussion closely informed the development of a funding call that was launched in Autumn 2021 (focused on the challenges for business in obtaining visibility and leverage over long and complex supply chains). Funding was awarded in January 2022 and the research team shared back emerging findings at a subsequent business roundtable in July 2022. This feedback cycle exemplifies the impact of the Centre's business engagement: input that leads to evidence production, leading to findings that are discussed, leading in turn to the identification of new evidence gaps and further research, informed at every stage by the close engagement of expert practitioners.

### Learning:

It can be challenging to involve businesses in individual research projects, because businesses often work to shorter timeframes than academic researchers, needing findings more quickly than the research process is able to produce them. They also often have a particular need for very specific research findings, practical toolkits and guidance, or have a particular interest in that can be applied to their day-to-day business practices which academic research is not always best placed to produce. The Centre has consequently explored involving businesses through alternative mechanisms. They include:

- Consultation and discussion to collaboratively identify evidence gaps and inform the Centre's research priorities
- Developing close relationships with a small number of more engaged individual businesses, who have provided helpful input to the design phase of certain projects and to the drafting of business-relevant outputs, as well as supporting with the dissemination of relevant outputs
- Embedding business expertise in the Centre's Advisory Group, giving it access to expert, reflective feedback and strategic advice that has helped shape our business engagement
- Engagement with investors and other finance sector actors, who may be able to take a longer-term perspective and have a particular interest in issues that research is well positioned to support with, e.g. better understanding the quality and accessibility of modern slavery data

37. In 2022, the Centre conducted a feedback survey about the work of the Centre, completed by a number of stakeholders from civil society/practitioner organisations, academic institutions, businesses, representative groups and international or intergovernmental organisations. The majority of respondents found the Centre's outputs and activities helpful, with most respondents engaging with research reports, research summaries, policy or business briefings and social media posts. Of those who had met with the Centre, all found these meetings to be very helpful. In terms of where outputs have been used, survey respondents noted:

*'Research: Protecting British Nationals from Modern Slavery' has helped to shape our thinking both as an organisation and in influencing national priorities.'*

*'Delivering [modern slavery] training to commercial entities and law enforcement agencies'*

*'As evidence as part of business cases to prioritise human rights programme and supply chain transparency'*

38. Additionally, in their submission to the Joint Committee on Human Rights call for evidence on the 'Human Rights of Asylum Seekers in the UK',<sup>11</sup> the Labour Exploitation Advisory Group, hosted by the organisation Focus on Labour Exploitation (FLEX), a research and policy organisation working towards an end to labour exploitation, cited evidence set out in the Centre's, 'Submission on the Nationality and Borders Bill'.<sup>12</sup>

39. The Modern Slavery PEC has also engaged with wider stakeholders through events and the publication of blogs, podcasts, media articles and social media. Over 1,700 stakeholders receive the Centre's monthly newsletter, with high levels of engagement, demonstrated by positive open rates and link clicks.<sup>13</sup> As of the end of 2022, the Centre had around 2,500 followers on Twitter and over 4,000 followers on LinkedIn.

<sup>11</sup> <https://committees.parliament.uk/work/6983/human-rights-of-asylum-seekers-in-the-uk/>

<sup>12</sup> Modern Slavery PEC 2021, '[Submission on the Nationality and Borders Bill](#)'

<sup>13</sup> In 2022, the average open rate was 45% with average click rate of 9%.

## Outcome 2: Portfolio of high-quality, more diverse Modern Slavery PEC funded research informs on evidence gaps

40. Prior to the inception of the Modern Slavery PEC, independent scrutiny of progress towards addressing modern slavery in both the domestic and international arena noted strategic weaknesses and a lack of a systematic use of research and evidence to inform interventions.<sup>14</sup> Research has identified inconsistencies in the policy and legal framework, particularly in relation to labour market regulation and immigration controls, which may actually be creating the conditions for exploitation to flourish.<sup>15</sup> In 2012, GRETA made a recommendation to the British authorities to *'continue conducting and supporting research on trafficking-related issues as an important source of information for future policy measures'*.<sup>16</sup>
41. Traditionally, the vast majority of funding for modern slavery research in the UK was allocated to academics, with limited emphasis on funding and leadership roles for other stakeholders in research or for research to focus on areas relevant to wider stakeholders including policymakers and other actors working on modern slavery. One of the Centre's priorities is the involvement of a more diverse range of individuals and organisations with distinctive expertise to ensure research funded responds to evidence needs and is undertaken equitably. Stakeholders have also identified a need for a difference in approach, for example in 2020 the then IASC commissioned research that found, *'there is room for improvement; survivor support research is not informing policy and practice often enough despite many stakeholders communicating an appetite for quality evidence and an eagerness to put it into practice.'*<sup>17</sup>

*'I think it [the Modern Slavery PEC] has prompted a lot of research that might otherwise have been much harder to fund. And I have seen lots of good projects, with good researchers, that have produced things that are interesting, credible and valuable.'*

Academic

42.

### High-quality research

43. To support the quality and policy impact of research, the Centre provides ongoing and tailored support to research teams, operating much more 'hands-on' than other funding bodies and working with research teams throughout their projects to ensure research achieves the objectives set out in research calls and amplifying opportunities for research impact. As the Centre functions differently to many other funders, significant resource is dedicated to collaborating with research teams, developing shared understanding and building capacity through regular meetings and bespoke support, specifically on policy impact. This includes advising on ethics, research design and methods, supporting the development of project policy impact and partnership plans, facilitating engagements with influencing targets and providing feedback on draft outputs. The Modern Slavery PEC also works with research teams

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<sup>14</sup> NAO, ['Reducing modern slavery'](#), 2017,

Independent Commission for Aid Impact ['The UK's approach to tackling modern slavery through the aid programme: A review'](#), 2020

<sup>15</sup> Craig, G., Balch, A., Lewis, H., & Waite, L. (Eds.) *'The Modern Slavery Agenda: Policy, Politics and Practice'*, 2019

<sup>16</sup> Group of Experts on Action against Trafficking in Human Beings (GRETA), ['Report concerning the implementation of the Council of Europe Convention on Action against Trafficking in Human Beings by the United Kingdom'](#), 2012

<sup>17</sup> IASC, ['Preparing for impact'](#), 2020

to produce 'Modern Slavery PEC Research Summaries' summarising the project findings, tailored to specific audiences, well received by policymakers.

The core team has dedicated significant resource to supporting research teams to produce policy relevant outputs and activities, a number of which have had impacts as set out in paragraph 19. Areas of PEC support most highly rated by research team survey respondents related to policy impact activities, review of draft reports, research summaries and policy recommendations. Research team survey respondents and interviewees noted the quality of the PEC's feedback on outputs, value of the core PEC team as a 'sounding board' on findings and quick turnaround and responsiveness to imminent deadlines, including flexibility on extensions. One survey respondent commented: *'Flexibility to address ongoing realities was appreciated'*

44. Challenges of project delays and pressured deadlines have been evident throughout feedback from research teams. The Centre has focussed on trying to achieve a balance between what is required for rigorous, ethical research to be undertaken, and aligning outputs with policy opportunities by providing resources to research teams, facilitating dialogue between policymakers and research teams on draft findings and introducing different types of funding mechanisms that are aimed at delivery in different timescales.
45. Following feedback from research teams, the Modern Slavery PEC has sought to improve its ways of working with research teams over its lifetime, for example developing a handbook on working with the Modern Slavery PEC which is tailored to each project and shared at project initiation. The document sets out a detailed and personalised list of what support the Modern Slavery PEC can provide, setting expectations in advance and making support consistent across projects.
46. Researchers recognise that participation in Modern Slavery PEC funded projects has improved their knowledge and experience in areas including modern slavery topics, engagement with people with lived experience of modern slavery and research project management. NGO partners commented on their participation in the research project as a 'learning experience' on how academic research teams need to undertake their work and the institutional barriers and required processes they face e.g. on contractual inflexibilities and ethics approval. Another felt the project had improved their confidence and capacity in using their data in an innovative and different way and would be a model they would like to continue to use in future projects. All research team interviewees felt their completed projects had met the objectives of the applications they had submitted but raised challenges relating to the PEC's expectations and related timings.
47. The Centre has also sought to fund projects innovative methods within research, for example projects on survivor recovery and support which include survivors in different ways,<sup>18</sup> and projects using previously unexplored datasets and data science methods.<sup>19</sup> Projects funded have differed in levels of originality, with some projects applying methods from other areas of research such as public health.<sup>20</sup>

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<sup>18</sup> Modern Slavery PEC, [Modern Slavery PEC launches five new projects on survivor recovery](#), 2021

<sup>19</sup> Modern Slavery PEC, [Ethical AI technology to improve survivor support and UK policy](#), 2023

<sup>20</sup> Such, E, Aminu, H, Barnes, A, Hayes, K, Ariyo, M D, Brierley, R, ['Assessing prevention initiatives in the UK'](#), 2022

### Learning:

Modern slavery research can be a disparate field, with different actors having different methods and objectives for research. Over the past years the Modern Slavery PEC has adapted its approach to supporting research teams based on feedback and has recognised the importance of:

- Clear objectives of research and description of evidence need in research call documents
- Shared and agreed expectations of project approach and outputs within the research team and between the PEC and research teams
- Expertise-driven support tailored and flexible to the needs of research teams and projects
- Focussed policy impact with research teams
- Developing strong and communicative relationships with research teams

## Funding of more diverse research

48. Many working on modern slavery, including NGOs, do not have in-house policy or research resource, significant experience of research targeted at policymakers or have not previously participated in research. The Centre is focussed on encouraging many different types of organisations to get involved with its opportunities and seeks to improve accessibility to all. Research calls have been drafted in non-academic language, announcements about research calls are shared widely and a public webinar is held for each research call, which sets out expectations for the research and provides an opportunity for any interested stakeholders to ask questions about the process. The Centre has also hosted capacity building events to support organisations to be involved.
49. The Modern Slavery PEC has sought to distribute research funding equitably to a diverse group of organisations and institutions. The majority of research projects have included non-academic partners, a requirement of all ongoing and future projects. Overall, funded teams have comprised 89 academic team members from over 35 universities and academic institutions, 26 individuals from 17 NGOs, four private sector organisations and a number of other governmental and international organisations, and independent parties.<sup>21</sup> The Centre has funded research team members from a diverse range of disciplines, including modern slavery, politics, data science, management, law and public health. Projects have been funded that cover different types of modern slavery, different geographies as well as the experiences of children, young people and adults.
50. The majority of research team survey respondents and interviewees (including academics and non-academic project partners) were satisfied with their research team partnerships, including those who had not worked together previously. Our analysis demonstrates the sustainability of these relationships, with a number of interviewees seeking to continue these partnerships in future work; including on work not specifically attached to their project outputs.

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<sup>21</sup> A number of organisations and institutions have undertaken more than one project.

### Learning:

Key elements of productive working relationships highlighted by research teams relate to:

- Alignment of objectives e.g. shared application development, co-development of research design and outputs, and familiarity and understanding of others' roles and perspectives
- Good and regular communication across the team
- Team value and respect for diversity of experience: roles and responsibilities appropriately tailored to team member and organisation's strengths, expertise and networks with clear ownership and responsibility for different areas of work
- Strong project management with dedicated time and resource to collaborate. In person engagements were also identified as having a significant impact

51. In order to give more opportunities to those at different career stages, the Modern Slavery PEC has also funded an Early Career Researcher (ECR) Research Fellow at each of the partner institutions. Research Fellows have undertaken projects ranging from evidence reviews to organising events based on their expertise and topics of interest for each institution, and for some, the work they had undertaken had supported them to develop skills and knowledge in areas outside of their specialisms, for example through contributing to the planning of workstreams, working with non-academics at the PEC, and improving their understanding of funding calls.
52. The completion rate of the Centre's diversity survey is low, however diversity data submitted by applicants to calls and funded teams indicates some diversity in research teams. 70% of those who applied to a responsive research call or submitted an expression of interest and completed a diversity form were female,<sup>22</sup> (71% of those who the Centre has funded.)<sup>23</sup> 23% of applicants identified with a mixed or non-white ethnicity and 9% of applicants had lived experience of modern slavery. 17% of applicants had not participated in modern slavery research or policymaking before applying to a call, rising to 27% of those funded.
53. UKRI funding rules have sometimes limited the ability of the Centre to respond flexibly to evidence needs and support research teams to comprise equitable partnerships. Through building relationships with, and carefully listening to, a broad range of research contributors it became apparent that there were inequities in research teams and the funding available to non-academic organisations. To reflect the significant contribution third sector organisations can make to research, the Centre worked closely with AHRC to agree innovative changes to its funding rules. Now up to 50% of the budget for research projects funded by the PEC can be allocated to third sector organisations, compared to 30% previously, and charities registered in the UK are also able to lead projects should they wish.

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<sup>22</sup> 105 responses

<sup>23</sup> 21 responses



## Improved relevance of research projects

54. At its inception the Modern Slavery PEC ran a wide ranging [consultation process](#) on its research priorities to ensure it funded research relevant to evidence gaps identified by different stakeholders working on modern slavery. This process resulted in four priority research areas for the Centre; preventing modern slavery, understanding survivor needs and enhancing victim support, modern slavery in business supply chains and the effectiveness of legal enforcement measures, as well as an additional area to address emerging and cross-cutting areas. The Centre uses different funding mechanisms to flexibly invest in different types of research based on timescales, scale, type, curation needed and resource available.
55. The Centre uses its extensive network and significant internal resource to incorporate stakeholder views on individual research calls and application review processes, including:
- Suggestions for research and feedback on call documents and applications put forward by people with lived experience of modern slavery, policymakers and other specialists relevant to funding calls including business, before and alongside academic and industry expert panels.
  - A research ideas form in which anyone can submit themes and questions which they think deserve more research and evidence, to inform the research the Centre commissions.
  - A Research Coordination Group (RCG) (of academics and policymakers) provides a forum to support early thinking on the strategic development of the Centre's research portfolio, helping to facilitate the Centre's funding call process by reviewing calls and moderating decision panels. Through this engagement the Centre has developed understanding around how research can contribute to policymaking and deepened relationships with key stakeholders.
  - A Peer Review College comprising of 51 experts from the wider sector. Around a quarter of members are from NGOs, 10% have lived experience of modern slavery and nearly half are academics, around 40% of whom are ECRs.

### **Case study: data science research call**

In June 2022, the Modern Slavery PEC published a funding call for research addressing modern slavery with data science methods. External stakeholders were invited to review applications as part of the second stage of the process, including experts by experience, academics, a civil society organisation and policymakers.

All external stakeholders who reviewed applications or moderated decisions for this open call that gave feedback were very positive about their participation in the process. Participants valued the opportunity to influence funding decisions and felt the process allowed them to understand the projects the Modern Slavery PEC seeks to fund and what academics are doing in this area. Other impacts of participation included increased knowledge of the work and role of the PEC and how to write a good research application. Research methodologies and funding processes were also areas peer reviewers had improved because of their participation. As a result of this process, one data science project was funded by the Centre.

### **Learning**

Designing and implementing stakeholder participation have shown the importance of:

- Clear expectations and task requirements
- Sufficient resource for flexible training and support to external participants; particularly when they are new to participating in research processes
- Communicating impact and results of participation



56. The Centre was awarded a research budget of over £5million (held by AHRC), out of which over £3.5million has so far been invested in 40 projects alongside evidence reviews and policy briefs undertaken by the Centre and in collaboration with Modern Slavery PEC Research Fellows and consortium partners (see Annex B for full list). The Centre's Advisory Group, comprised of experts working on modern slavery, commended its range and scope of work and the innovative methods it has used to bring stakeholders into decision making on research funding. All policymakers consulted agreed with the Centre's research priorities and the majority had used PEC-funded research in areas of their work, within the Home Office, FCDO and Devolved Administrations (as described). Core staff felt published projects had addressed evidence gaps to different degrees.

57.

*'It feels to us that the PEC is responsive enough to pivot its work to where we think it's most needed or where it'd be most impactful whilst also keeping focused on those kind of longer-term challenges and initiatives.'*

UK policymaker

58. The Centre is aware of eight Modern Slavery PEC funded projects which have received follow on funding for work relating the projects they have undertaken, including from the AHRC, individual universities and other national and international bodies such as the International Labour Organization (ILO), the International Organization for Migration and the United States Department of State.

## Outcome 3: Improved understanding of needs and perspectives of survivors is built into research, policies, and laws

59. The very existence of modern slavery is evidence of the ways in which problems of inequality, injustice and prejudice permeate through all parts of society. Incorporating lived experience of modern slavery in all areas of the Centre's work is important for ensuring equality, diversity and inclusion in the work the Centre does, and necessary for producing high-quality, relevant and inclusive research to improve understanding across the modern slavery sector and develop better laws and policies, more accurately reflecting the reality of modern slavery and more effectively addressing it. It also offers individuals with lived experience of modern slavery opportunities to gain skills, knowledge and ability to influence research and policy.
60. The Modern Slavery PEC's research priorities consultation highlighted that meaningful and active survivor involvement, both within research and in advisory roles, is essential to make a significant impact within modern slavery research. The Modern Slavery PEC has therefore made this a priority area of focus, with significant resource dedicated to ensuring lived experience is embedded as an essential part of research and policy in this area, within the Centre and across modern slavery research more generally. 10% of those who completed a diversity form (i.e. had engaged with the Centre in any meaningful capacity and completed the survey) identified as a survivor of modern slavery. In her 2021-22, the then Independent Anti-Slavery Commissioner commented,

*'I welcome the efforts of the Modern Slavery PEC to include survivors in all aspects of their work.'*<sup>24</sup>

61. As a funder of modern slavery research, the Centre has a key role to play in ensuring survivor voice is included. Not only do people with Lived Experience of Modern Slavery gain valuable insight over various research projects being undertaken at the Modern Slavery PEC, they also extend their knowledge around what it means to be a convenor in the sector, and how the Centre's position holds unique responsibilities. However, the inclusion of people with lived experience of modern slavery in research is varied and nascent and as such the Centre's approach has developed as a result of learning about different approaches. Without tried and tested best practice, the Centre has developed this agenda gradually, seeking views from a range of stakeholders on potential approaches, and focussing thus far on research operations. Initially, the Centre worked with consultants with lived experience of modern slavery in the development and assessment of research calls. Recognising the importance of sufficient resource and expertise dedicated to this agenda, the Centre recruited a Lived Experience Manager and Lived Experience Coordinator to lead on the development of the Centre's survivor engagement work including the creation of a Lived Experience Advisory Panel. The Centre negotiated with AHRC to commit budget to these roles and groups, who will play an important role in the modern slavery PEC work remit, providing meaningful input, enhancing the sector's understanding of modern slavery, to improve of law and policies designed to address it.

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<sup>24</sup> [Independent Anti-Slavery Commission annual report 2021-22](#)

62. The Centre has also created a Working Group which consists of 9 organisations with different areas of expertise, which will also include representatives of the Modern Slavery PEC Lived Experience Advisory Panel. The group consists of a small number of civil society organisations from across the anti-slavery sector who collaborate to identify, discuss and consolidate good practice in the inclusion of people who have lived experience of modern slavery in work that directly affects them (with a particular focus on their inclusion in research), to build agreement around that good practice, and to ensure that the Centre's own work reflects that good practice.

*'One thing they have done particularly well is enhancing the inclusion of survivors .... that work has been brilliant.'*

Academic

### Leading the way on lived experience engagement in research processes

63. People with lived experience have participated in research call development, application processes and the development of other outputs including strategies and policy briefs. Feedback from those with lived experience who have worked with the Centre has been very positive, highlighting the innovative approach, commending the PEC's strong commitment to meaningful inclusion and appreciating the skill and knowledge development opportunities. One consultant with lived experience wrote a [blog](#) on their experiences with the Modern Slavery PEC, published on the Centre's website and by [Thomson Reuters Foundation](#).

*'I've seen the survivors on the grant assessment panels, and they're reading these research proposals, which are sometimes very academic, and they're just really insightful.... how they pick out whether there's any attention in proposals to the victims voices, and whether that is being handled in a way that they always wanted to be handled as a survivor.'*

Advisory Board Member

#### **Case study: wider laws and policies research call**

In 2021, the Modern Slavery PEC launched an open funding call for research proposals to produce high quality impactful evidence on the role of wider legal and policy frameworks on modern slavery. In order to ensure wider perspectives were involved in the decision-making, the Centre brought in four experts by experience pre-panellists (alongside policymakers and panellists) to participate in reviewing applications. The Modern Slavery PEC dedicated significant resource to this process and was supported by internal expertise and strong relationships with stakeholders.

All stakeholders were positive about their participation in this work and felt that processes had been well designed and communicated. Expert by experience panellists appreciated the training and support provided by the Centre to prepare for the pre-panel, and they valued being part of a team. They also felt they had a good opportunity to share their perspectives, and that their feedback had been considered throughout decision making, particularly during final decisions. Expert by experience panellists felt the process was beneficial to them; learnings cited included greater understanding of research application processes, understanding of the system and topics within modern slavery research, improvements in confidence and self-worth, communication skills and practical experiences to include on CVs and refer to in job interviews.

Following this, the Modern Slavery PEC engaged a range of external stakeholders (including the Home Office, ESRC and NGOs) on learnings to feed into their processes. This was done through verbal presentations and the development of a written case study.

## The inclusion of people with lived experience in research projects

64. All the Centre's research calls require the consideration of meaningful survivor inclusion. The Centre has funded many research projects relating to survivor support and recovery, which include survivors in different ways including a portfolio of research projects on survivor support that were testing new ways of engaging survivors in the production of research, including as peer researchers and advisory board members. They assess and make recommendations for effective survivor engagement in research and the development of policies and laws on modern slavery, such as:

- five research projects on long-term outcomes and indicators of well-being and recovery for survivors. All projects explore different approaches to survivor inclusion in research, including engaging survivors in project design, survivors sitting on project advisory groups, co-creation through participatory group work with young people and creating and evaluating processes for engaging with adult survivors as peer-researchers, to produce a training curriculum and practitioner manual on supporting peer researchers. Three of these projects have published their outputs, and all survey respondents and interviewees had or were hoping to do additional work to promote their findings and develop research, including through additional funding. One project held a briefing session with 25 policymakers led by survivor advisory board members on the interim findings and another held a session led by survivor peer researchers to discuss findings and recommendations.
- two responsive research projects exploring survivors' experiences of not being able to access legal advice and the benefits and drawbacks of accessing and delivering NRM support using distributed technology. Survivors have informed the design of this research, including providing feedback on methodological tools such as survey questions and interview topic guides, which research teams have commented improved the quality and content of these tools.

65. The Modern Slavery PEC also hosted a workshop bringing together nine Modern Slavery PEC funded projects to discuss the work they have done to engage with people who have lived experience of modern slavery in their research. A [blog](#) was published, summarising the discussion and sharing the learnings from the event with the wider sector, and the recording of this event is [publicly available](#). Throughout research guidance is shared with teams on the meaningful involvement of people with lived experience.

### Learning

The Centre's work to include people with lived experience of modern slavery in research operations has highlighted a number of key principles for ensuring inclusion is genuinely meaningful and inclusive. These include

- Appropriate compensation
- Sufficient, flexible and relevant training and development
- Work does not require disproportionate resource from certain individuals and organisations with experience working in research.

66. The Centre has also produced a number of outputs that support best practice including:

- a bespoke [Safeguarding Policy](#) that has been iteratively informed by our learnings and experience and shared with research teams
- a set of meeting rules to ensure that our meetings are safe spaces for participants to engage in discussions. These meeting rules have been shared with, and used by, research teams including in public facing events which policymakers have attended.

- Tailored application guidance materials and support for the recruitment of the Lived Experience Engagement Manager and Engagement Coordinator roles

### **Case study: survivor engagement in international policy and programming**

In 2022 the Foreign, Commonwealth and Development Office (FCDO) funded the Modern Slavery PEC to undertake a research project to assess the nature and effectiveness of survivor engagement in international policy and programming on modern slavery. The project was co-designed and co-produced with a team of survivor leaders/experts who were engaged as regional consultants on the project. The project made policy recommendations about how the UK Government could integrate ethical and effective survivor engagement in modern slavery policies and programming.

All who participated in the project, including policymakers, had a positive experience; and all regional consultant survey responses indicated they were somewhat or very satisfied with their participation in the project, and were very or somewhat likely to want to work with the Centre or recommend working with it to others. Survey responses indicated that the regional consultants found the majority of support from the core research team very helpful. Specific elements highlighted included support on draft reports and outputs, co-design of the research instruments and ethical protocols, and one to one support from the principal consultant.

All felt the research methods and findings were of high quality. The ambitious regional approach was considered most valuable, particularly the inclusion of new voices, with opportunities for the full international project team to input their expertise to elements of the project design including research instruments and analysis, which improved methods and the quality of outputs. The research team identified a number of learnings from the project. These include ethical ways to include people with lived experience of modern slavery, the importance of context specificities of research approaches and instruments, working collaboratively with equitable power dynamics, policy impact and network development. The report recommendations are likely to feed into the government's response to ICAI, with initial consideration of an Advisory Panel.

### **Learning**

There is strong will among those working on modern slavery research that improving and increasing meaningful engagement of people with lived experience in research is important. There is emerging good practice, from a variety of organisations and programmes, around engagement with people who have lived experience. Some highlights include:

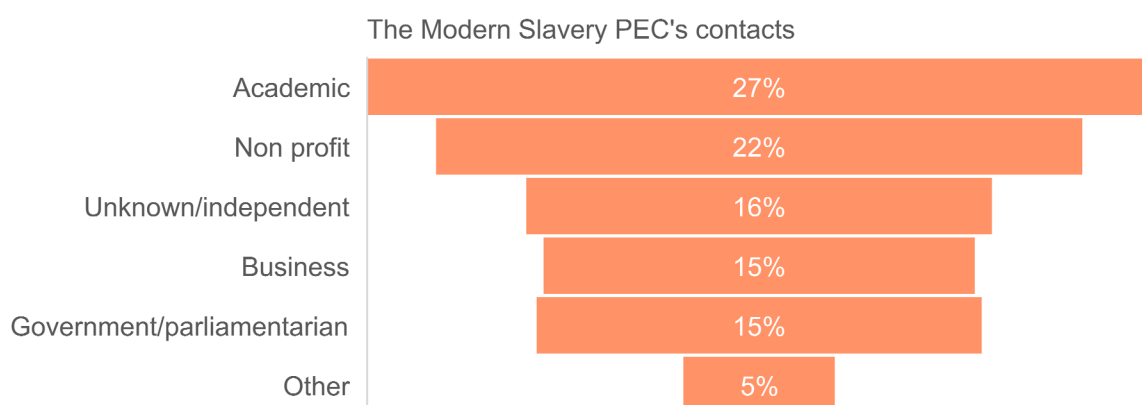
- Open, equitable and ethical partnerships that seek to break down existing power dynamics
- Shared agreement on principles and values, for example trust, transparency and inclusion
- Ensuring project participants are equitably remunerated. Costs incurred for survivor involvement are often more than just time and expertise, and research teams and funders might need to consider the costs of caseworkers, translation costs and wider expenses, such as childcare, to make sure participation is equitable. The survivor organisations working group is seeking to establish payment standards that can be shared among those working to address modern slavery.

## Outcome 4: Improved and greater collaboration and information sharing to address modern slavery

68. Diverse and inclusive partnerships are important when bringing together organisations and individuals that may have different knowledge, experiences and perspectives. They help new thinking about modern slavery to emerge, giving rise to new solutions, as well as developing a more informed and collaborative approach to change. The Modern Slavery PEC seeks to ensure that opportunities for engagement and learning are maximised and is able to use its convening power to build relationships with different types of organisations and facilitate collaboration between stakeholders with shared objectives of addressing modern slavery.

### Developing the Modern Slavery PEC's network

69. Dedicated partnerships resource has enabled the Modern Slavery PEC to focus on building collaborations, particularly through the development and implementation of a [partnerships strategy](#). The Modern Slavery PEC has over 2,000 stakeholders in its contact database across academia, businesses, NGOs and government,<sup>25</sup> and regularly seeks to increase this diversity. This includes applicants to research calls, funded research teams, event participants, other contacts who have engaged with the Centre directly and newsletter subscribers.



70. The Centre has also set up a shared mailing list to which any member can contribute. It has over 200 members, enabling people working on modern slavery to connect with their peers. The group has been used by stakeholders to introduce themselves, share event invitations, funding calls and opportunities and to make requests for research partners on Modern Slavery PEC and other projects.

71. The Centre is constantly seeking to increase the number and diversity of its stakeholders across different groups and facilitate meaningful interactions and partnerships, which it has done through targeted one to one engagement as well as organising sessions to facilitate connections between different stakeholders and share learning.

- In 2021/22 the Modern Slavery PEC held 20 introductory meetings with civil society organisations that are either led by, or closely engage with, survivors of modern slavery (most of whom were new contacts for the Centre - and in addition to other NGOs with whom we already had a working relationship). The purpose of these meetings was for the Centre to learn about ongoing innovation and good practice in lived experience engagement, as well as to share our own plans and receive feedback on them. Through

<sup>25</sup> Based on contacts saved in HubSpot, the Centre's contact management system

these meetings, the Centre raised awareness of our work, and particularly our lived experience engagement plans, while building relationships with key actors in the UK anti-slavery sector. The stakeholders engaged with provided very valuable input into the Centre's ongoing work, such as shaping the recruitment plans for the Lived Experience Manager post. In order to build on and consolidate these important relationships, the Centre set up a Working Group of Organisations that Work with Modern Slavery Survivors, which met for the first time in January 2023 - the work of the group is discussed in more detail above under Outcome 3.

- In 2022 the Modern Slavery PEC also held 12 introductory meetings with academics and policy-facing academic centres or networks, seeking to learn from good practice in research-policy engagement in other policy areas, while sharing learning from the Centre's own work. The Modern Slavery PEC joined the Universities Policy Engagement Network (UPEN) to facilitate engagement with organisations in this space.
- The Centre also co-hosted an event with the Human Trafficking Research Network to share its work on policy impact and survivor engagement for early career researchers as part of efforts to diversify academic stakeholders engaging with the Centre. One survey respondent highlighted the

*'frank and open conversation, which was very much appreciated. There is a lot of information that was discussed here that might seem straight forward, but as an ECR these are incredibly valuable to talk through'*

ECR survey respondents were keen for future trainings/workshops on different points including application writing and policy impact.

### **Case study: policy facing academic centres + networks**

There are a number of organisations and networks working on knowledge exchange between academia and policymaking, with the goal of increasing and improving the use of evidence in policymaking, across a range of topic areas. These take different forms, from centres or units within individual academic institutions, consortiums of academic or research institutions (like the Modern Slavery PEC), others with formal or informal policy partners, and networks. Their activities differ, but typically include capacity building, producing outputs such as policy briefs, advertising opportunities to feed evidence into the policymaking process, and championing good practice in research-policy engagement. All these groups share the Centre's objective of building bridges between different stakeholder groups.

Over the past year the Centre has focussed on establishing relationships with a number of these organisations, including Capabilities in Academic Policy Engagement (CAPE), UPEN, the Leeds Social Sciences Institute, the Heseltine Institute, the KCL Policy Institute, the Centre on the Dynamics of Ethnicity and the Vulnerabilities and Policing Futures Centre.

We have found that the Centre has valuable learning to share which has been useful to many of these organisations, particularly around funding co-produced research, meaningful survivor engagement in research, and approaches to policy impact. Engaging with these organisations led to a collaborative capacity building event for early-career researchers (see above), provided very helpful learning that has informed both the Centre's current work and its thinking on potential future operating models, and generated at least one additional bid to a Modern Slavery PEC research call.



72. One of the areas in which the Centre has promoted partnership and collaboration is through supporting funded research teams. It has developed a cohort approach which onboards relevant projects from the same funding call at the same time, and brings the project teams together at key intervals during their projects to share findings and build links with one another. During 2022, the Modern Slavery PEC hosted three workshops for research teams, typically attended by 15-20 people, with one being in-person: a cohort workshop bringing together all the projects funded under the 'Modern slavery and wider laws and policies' call. These workshop provided an excellent opportunity for the project teams to meet, exchange learnings and advice from their experiences, and collaboratively discuss key thematic issues including research methods and their importance for policy impact. Across all sessions, all elements were judged to be helpful by survey respondents with the strongest positive response on the impact of the session for 'understanding of other research projects funded by the Modern Slavery PEC' and 'building networks with other research teams'. Attendees expressed an interest in both in-person and online cohort meetings in the future.

*'The fundamental thing for me is that MS PEC [Modern Slavery PEC] provides an opportunity to fuse the work of academics and practitioners.....that is absolutely essential to get anywhere. You can't have them sitting in silos because one needs to support the other and they need resources and the PEC is a very good way of doing that'*

Policy Lead, UK NGO

73. There have also been instances where teams continue to work together following completion of projects, for example in future applications to Modern Slavery PEC research calls, on work relating to their initial projects. One project has funding specifically reserved for creating a 'community of practice', which will bring together stakeholders from across the anti-slavery sector through an online discussion forum to develop and implement recommendations that the project produced. The findings of this research, and its community of practice, have also been used in further Modern Slavery PEC funded projects.

### Learning

Entering a complex ecosystem can make it difficult to establish effective collaborations.

Partnerships work over the last period has demonstrated the importance of:

- Building a good understanding of other organisations; not just their objectives and activities, but also their wider strategic aims, ways of working, existing networks and future plans
- Flexible collaboration opportunities that are tailored to the structure and approach of orgs.
- Sharing challenges and learnings can foster trust and improve quality of interactions.

### Information sharing

74. The Centre supports teams to develop engagement plans to establish how and whom they should engage with over project lifetimes. The Centre has also developed bespoke communications plans for each project and newly published reports and policy briefings, tailored to key audiences that the Centre aims to influence. The Centre's outputs, including the development of Research Summaries for each project and Policy Briefs that synthesise research and evidence on specific topics, are also part of its approach to information sharing and improving the accessibility of modern slavery research. As set out below the Centre is focussed on sharing learnings.

75. The Modern Slavery PEC also promotes collaboration and information sharing through the organisation of and participation in events. At its inception, the Modern Slavery PEC hosted a global conference on assisting and supporting survivors of modern slavery, organised in partnership with the Commonwealth Parliamentary Association UK, bringing together over 250 survivor advocates and professionals from over 30 countries. The Centre has since hosted six business roundtables, as well as a number of smaller workshops and group meetings with engaged business stakeholders.
76. The Centre has also used its convening power and experience to organise 3 events that support capacity building, such as a workshop on equitable and collaborative research partnerships between academic researchers and civil society practitioners and an event to support smaller NGOs to partner on research projects. These events combine expert guest speakers with the Modern Slavery PEC's own learnings, leveraging the Centre's extensive networks across the anti-slavery sector. The Centre has a unique and valuable role as a catalyst, capable of bringing together diverse groups of stakeholders to share learnings and facilitate new collaboration, in turn enhancing the effectiveness of anti-slavery efforts. These events ranged from small and very focused (with 8 participants) to broad and diverse (one workshop on building the capacity of smaller NGOs to partners on research projects attracted 70 participants).
77. Members of the Modern Slavery PEC team have been invited to speak at numerous events and conferences and published a range of blogs with 'key lessons learnt', [videos from events](#) and one recording published as a podcast.

**Case study:** public event aiming to build capacity and skills across the Centre's networks to engage in collaborative, equitable research partnerships.

Recognising the innovative nature of the Centre's approach to research funding, bringing together academic researchers and partners from other sectors, the Centre hosted a public event to share lessons learned from Modern Slavery PEC-funded projects, including reflections from both academic and non-academic members of project teams. Discussion focused on the challenges and opportunities that such collaborations present, while highlighting a number of learnings around how to ensure that they are as successful as possible.

Over 50 people attended the workshop, from a range of organisations including academic institutions, independent research organisations and charities. The majority of survey respondents found the session useful or very useful and indicated interest in future sessions hosted by the Modern Slavery PEC. A [blog](#) sharing these learnings and [the recording of the workshop](#) have also been published, so that those who did not attend can share the lessons learned.

Future planned capacity building workshops and materials will cover areas that stakeholders have indicated are a priority, including policy impact and survivor engagement.

## Outcome 5: Modern Slavery PEC is an exemplar of good practice within the modern slavery research sector

78. There are significant opportunities for those working on modern slavery research, and in other policy-academic environments from sharing learning. The Centre has used its role and convening power to seek views from a wide range of stakeholders to inform its ways of working and activities. Committed investment from the Strategic Priorities Fund via UKRI and AHRC and dedicated staff resource has meant that the Modern Slavery PEC has been able to trial, learn and improve on different approaches in research operations, collaboration, support to other actors and outputs. At the same time, there are wider research activities being undertaken across those working on modern slavery research with whom best practice can be established.

### Developing good practice

79. There are a number of areas in which the Centre is developing its position among modern slavery research stakeholders as referenced in other areas of this report, including changes to funding mechanisms to improve equity, more diverse research design and selection and bespoke support to research teams including on policy impact and developing partnerships. The Centre has published its overarching strategy and transparently articulated its funding and partnerships approach online to encourage others to do the same.

#### **Case study:** Equality, Diversity and Inclusion Strategy and Action Plan

There are EDI challenges currently facing the UK research community, including modern slavery research. This was highlighted in the Centre's 2020 consultation which found *'improving access, fairness, representation in research would improve the quality of research and its ability to challenge established ways of thinking, which could be one of the keys to achieving transformative change in this area.'* The UK BAME Anti-Slavery Network (BASNET) also identified a number of actions the Modern Slavery PEC could take in its 2021 report *'Promoting Racial Equality, Diversity and Inclusion – an action plan for the UK modern slavery and human trafficking sector'*.

In 2022 the Centre published its strategy and Action Plan, setting out its four objectives and actions it plans to take in over the next year. The Action Plan has been well received by stakeholders, with the Centre's Monitoring and Evaluation Manager invited to speak at BASNET's 2022 conference on 'Race and ethnicity in modern slavery research'. In a Modern Slavery PEC podcast Debbie Ariyo (CEO of AFRUCA, BASNET) described the Centre as playing *'a leading role'* and that the *'key changes [...] seeing are in relation to research, and how we do research... and for the first time ever in this country, saying we encourage charities to apply as the lead partner'*.

As a result of the Action plan, the Modern Slavery PEC has funded a research project generate new data and insights into EDI in modern slavery research in the UK, identifying good practice and outlining recommendations to build and sustain an equal, diverse, and inclusionary modern slavery research landscape. This research is the first Modern Slavery PEC project to be led by an NGO as part of the Centre's new funding processes to promote diversity in modern slavery research.

## Learning

As a new organisation, the Modern Slavery PEC has trialled a number of new initiatives. It has been imperative for the Centre's work to monitor and evaluate the success of these activities. Some key considerations for this:

- Dedicated tools and resources for monitoring and evaluation activities
- Seeking views of different stakeholders involved in processes, with tailored means
- Creating an atmosphere for honesty and openness, for example with options for anonymity
- Attaching accountability and responsibility for feedback to be acted upon

80. Sharing learnings in an accessible way that encourages meaningful change in areas relating to modern slavery is an important part of the Modern Slavery PEC's approach to being an exemplar on good practice. The Centre has taken various opportunities to do this including participation at conferences and events, and the dissemination of published communications on the website.

81. Members of the Centre's team have been invited to share their expertise at:

- Partnership for Conflict, Crime & Security Research (PaCCS) 2021 Conference on 'Maximising Impact from Serious Organised Crime Research'
- Monitoring & Evaluation of Trafficking in Persons (METIP) 2022 conference on 'Equitable and inclusive monitoring, evaluation and research in the anti-trafficking movement'
- two Westminster Legal Policy Forum events in 2021 on research and evidence to improve the legal and policy framework for modern slavery
- the International Development Sub-Committee on the work of the Independent Commission for Aid Impact's (ICAI) evidence session on ICAI's review of the UK's approach to tackling modern slavery through aid programmes
- Cumberland Lodge workshop 'Practitioner Responses to Child Trafficking: Emerging Good Practice'
- UK Department for International Trade technical discussion with G7 partners on best practices to prevent, identify and eliminate forced labour in global supply chains

*'I think the way they present the research has been done very well, and they are good at drawing in the right individuals to engage with at their events. It's high-quality research being backed up by very clear communications.'*

Advisory Board Member

## **Case study: research conference organised in collaboration with Freedom Fund and GFEMS**

In June 2023 the Modern Slavery PEC will co-host a two day conference with GFEMS and the Freedom Fund to bring together researchers, people with lived experience, funders and policymakers from across the globe to improve the sharing of evidence and lessons from modern slavery research, cultivate new connections and foster new collaborations. The focus of the conference is to increase and strengthen the engagement of people with lived experience both in carrying out and in applying research, particularly within the context of communities that are particularly affected by modern slavery. The Modern Slavery PEC has led the recruitment and coordination of an Advisory Group of people with lived experience of modern slavery or who are from affected communities, to seek advice and ensure that the design of the conference is closely informed by the voices of those who the conference is most aiming to reach.

82. The Centre has also published 40 blogs and six podcasts that share the Centre's approach, alongside learnings from funded research teams and Modern Slavery PEC staff on a range of topics including how to do policy relevant research and the meaningful inclusion of lived experience in research.

83.

### Learning

Sharing learnings in a way that encourages meaningful change in areas relating to modern slavery is an important part of the Modern Slavery PEC's approach to being an exemplar on good practice. Learnings on communications approach include:

- Producing a range of outputs including blogs, podcasts, research summaries and outputs tailored to specific stakeholders
- Seeking ways to improve accessibility and ensuring dissemination across different stakeholder groups, using existing networks where possible

## Annex – full list of funded projects + outputs

Project type	Title	Date of publication
Consortium project	<a href="#">Interactive workshops for regional partnerships</a>	Oct-20
	<a href="#">Effectiveness of Section 54 of the Modern Slavery Act</a>	Mar-21
	<a href="#">The top 20 source countries for modern slavery in the UK</a>	Apr-21
	<a href="#">Access to legal advice and representation for survivors of modern slavery in England</a>	May-21
	<a href="#">Data for investor action on modern slavery</a>	Jun-21
	<a href="#">Evidence review on operation of the section 45 statutory defence</a>	Apr-22
	<a href="#">Data: trust, security and privacy in addressing modern slavery</a>	Expected June 2023
Open call: impact of Covid-19 on modern slavery	<a href="#">Impacts of Covid-19 on displaced agricultural workers in the Middle East</a>	May-21
	<a href="#">Impacts of Covid-19 on human trafficking in Sudan</a>	May-21
	<a href="#">Forced labour in the Malaysian medical gloves supply chain</a>	Jun-21
	<a href="#">Good practice in protecting people from modern slavery during the Covid-19 pandemic</a>	Jun-21
	<a href="#">The unequal impact of the Covid-19 pandemic on global garment supply chains</a>	Jun-21
	<a href="#">Impact of Covid-19 on management of supply chains</a>	Jul-21
	<a href="#">Impact of Covid-19 on Romanian and Bulgarian workers in UK agriculture</a>	Jul-21
	<a href="#">Building local resilience to modern slavery in Kenya and Senegal after Covid-19</a>	Oct-21
	<a href="#">Preventing exploitation of women in Bangladesh garment industry</a>	Jan-22
	<a href="#">Impact of Covid-19 on Indian fashion supply chains</a>	Apr-22
<a href="#">Impact of Covid-19 on informal workplaces in the UK</a>	Dec-22	
Open call: Victim and survivor recovery	<a href="#">Improving support for British survivors of modern slavery</a>	Sep-22
	<a href="#">Outcomes for young people with lived experience of modern slavery</a>	Oct-22
	<a href="#">Core outcomes for adult survivors of modern slavery</a>	Feb 2023
	<a href="#">Mental wellbeing for survivors of modern slavery</a>	Expected May 2023
	<a href="#">Scotland: survivor-informed support for trafficked children</a>	Expected June 2023
Open call: data science	<a href="#">Ethical AI technology to improve survivor support and UK policy</a>	Expected Dec 2023
Open call: Wider laws + policies	<a href="#">Effects of visas for agriculture &amp; care on migrant workers' vulnerabilities in the UK workforce</a>	Expected Dec 2023
	<a href="#">Harnessing UK trade and investment to address Indo-Pacific modern slavery risks</a>	Expected June 2023



	<a href="#">Trafficking and exploitation of children and young people with SEND in England and Wales.</a>	Expected Sept 2023
	<a href="#">Survivors of Modern Slavery in Prisons: The Blind Spot of the UK Anti-Slavery Regime</a>	Expected Sept 2023
	<a href="#">Prevention of Modern Slavery within Sex Work: the role of Adult Services Websites</a>	Expected Sept 2023
Responsive research	<a href="#">Consumer attitudes towards modern slavery</a>	Oct-21
	<a href="#">What does or could work to prevent modern slavery in the UK?</a>	Mar-22
	<a href="#">How businesses can establish visibility and influence over long and complex supply chains</a>	Nov-22
	<a href="#">Survivors' experiences of accessing legal advice, and impact on recovery and outcomes</a>	Jan-23
	<a href="#">Evaluation of the provision of distributed technology to adults accessing NRM support</a>	Expected June 2023
	<a href="#">Improving EDI in modern slavery research</a>	Expected June 2023
	<a href="#">Improving the identification of adults who have lived experience of modern slavery in the UK</a>	Expected June 2023
	Realigning Modern Slavery and Climate Change for Equitable Governance and Action	Expected Nov 2023
	Turning Evidence into Action: Developing Policies to Address Uyghur Forced Labour in Green Technology Supply Chains	Expected Nov 2023
	Intersecting sustainabilities: Protecting both people and planet in supply chains	Expected Dec 2023
External funding	<a href="#">Assessing the case for a global commission on modern slavery</a>	Jul-22
	<a href="#">Survivor involvement in international development policy and programmes</a>	Nov-22
	<a href="#">Financial markets and modern slavery</a>	Expected July23
Policy Briefs	<a href="#">PEC Policy Brief on Covid-19's impact on identification of modern slavery cases in the UK</a>	Mar-21
	<a href="#">PEC Policy Brief on Modern Slavery and International Development</a>	Apr-21
	<a href="#">PEC Policy Brief on UK Government Modern Slavery Strategy Review</a>	Nov-21
	<a href="#">PEC Policy Brief on Impact of the Covid-19 pandemic on modern slavery</a>	Nov-21
Policy Brief/consortium project	<a href="#">PEC Policy Brief on Effectiveness of Forced Labour Import Bans</a>	Jul-21
	<a href="#">PEC Policy Brief on Effectiveness of mandatory Human Rights and Environmental Due Diligence legislation</a>	May-22
	<a href="#">PEC Policy Brief on Public procurement – key for addressing modern slavery in supply chains?</a>	Nov-22
Submissions	<a href="#">PEC submission on international development strategy</a>	Sep-21
	<a href="#">PEC submission to JCHR on the Nationality and Borders Bill</a>	Nov-21
	<a href="#">PEC submission to Labour Market Enforcement Strategy 2023 to 2024: call for evidence</a>	Jun-22
	Submission of evidence to JCHR human rights of asylum seekers <a href="#">inquiry</a>	Dec-22

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