



OUR STRATEGY
2026-2028

**HELPING END ABUSE, EXPLOITATION
AND HUMAN TRAFFICKING**

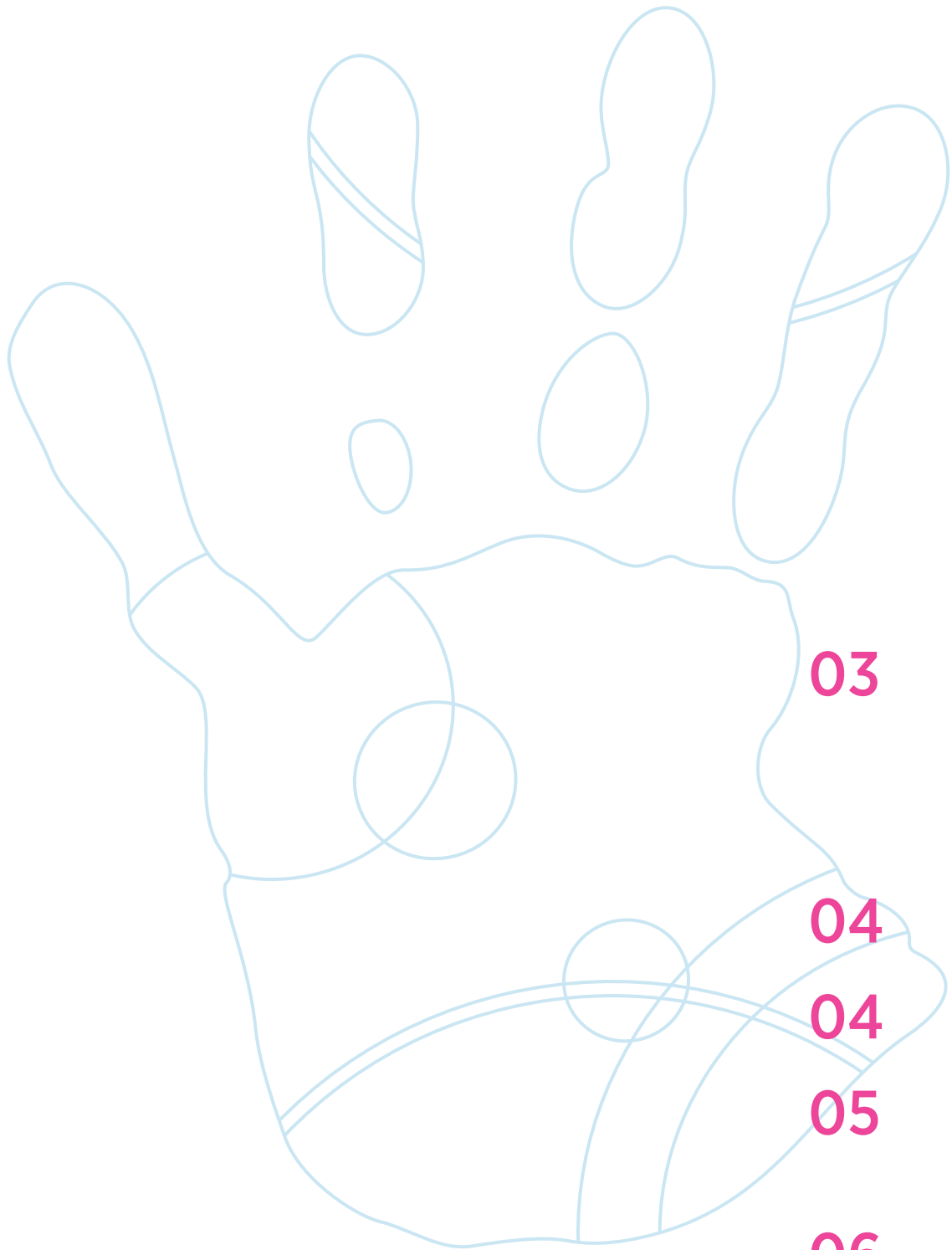




OUR STRATEGY 2026-2028

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OUR GLOBAL REALITY

Abuse, exploitation and human trafficking are global problems. These forms of violence happen in every country around the world, and affect all communities.

Whilst many imagine that these crimes involve someone being kidnapped, moved across borders or victimised by strangers, most people are abused, exploited and trafficked within their own countries and cities, often by people they know.

Victims of these crimes can be of any gender, age, ethnicity or sexuality, although children and marginalised groups are particularly vulnerable.



50 million people are trapped in exploitation and human trafficking around the world (ILO)



Human trafficking is the fastest-growing and second-largest criminal industry in the world (USDofHHS)



US\$236 billion of profit is obtained through the use of forced labour by traffickers each year (ILO)



1/3 of detected trafficking victims are children (UNODC)



1 in 8 of the world’s children are sexually abused before the age of 18 (Stoltenborough et al)



“I was 16 when it happened to me. It was unexpected, I came from a middle-class family, my parents worked and I went to private school. I was bullied at school and often isolated myself, which made it easier for traffickers to continue that isolation process.

Sharmila Wijeyakumar (Sam) a survivor of human trafficking and Founder of Rahab's Daughters

ABOUT It's a Penalty

WE STRIVE FOR A WORLD WHERE
NO HUMAN BEING SUFFERS ABUSE,
EXPLOITATION OR TRAFFICKING

Our work contributes to creating a culture through education, awareness-raising and advocacy where abuse, exploitation and human trafficking are no longer acceptable.

Who We Are

We are led by our Founder, Sarah de Carvalho MBE, and governed by our Board of Trustees.



Founder, Sarah de Carvalho MBE

“Leading It’s a Penalty is a privilege. We are a team of committed individuals driven by our passion for social justice with a purpose of working to prevent and help end abuse, exploitation and human trafficking. The results we have been able to achieve so far have only been possible by collaborating internationally and working in partnership across different industries and sectors for greater impact.”



What We Do

It's a Penalty focuses on 3 key strategic areas to end human trafficking, exploitation and abuse locally and globally:

Campaigns - Raising awareness about human trafficking, exploitation and abuse during major sporting events. Partnering with sporting governing bodies, NGOs, the travel & tourism industry and law enforcement. We have run 22 Campaigns including the Olympic and Paralympic Games, Super Bowls, and Commonwealth Games – reaching over 1.6 billion people.

Global Advocacy - Advancing legal reform, policy change and stronger safeguarding systems to prevent abuse, exploitation and human trafficking through CommonProtect, major events safeguarding work, and local advocacy embedded within our campaigns.

Consultancy and Training - Delivering strategic consultancy and tailored training that enable organisations to embed ethical, practical approaches across their operations to address modern slavery.

Our Values

| Purposeful

Working for long-term, systemic change based on rigorous, evidence-based research.

| Integrity

Ensuring a culture of openness and transparency.

| Inclusive

Committed to fairness and non-discrimination in all our decisions and actions.

| Empathetic

Creating positive relationships based on empathy, dignity, respect and understanding.

| Collaborative

Working as a reliable and trusted partner.

| Social Justice

Committed to social justice and human rights-based work.



It's a Penalty is a member of the UN Global Compact. We contribute towards the achievement of the **UN Sustainable Development Goals**:

- 5.2** Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- 8.7** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.
- 16.2** End abuse, exploitation, trafficking and all forms of violence against and torture of children.



"Our strategy is built on one simple truth: lasting change happens through partnership. By uniting our expertise, compassion, and resolve, we continue to strengthen the global movement to end human trafficking. We extend our deepest gratitude to our partners and our dedicated team — your vision and commitment make all we do possible."

Christianne Williamson
Chair of the Board

PARTNERSHIPS & COLLABORATION

TOGETHER WE ARE STRONGER!

We believe that collaboration and partnerships are essential in order to achieve our aims. It's a Penalty is able to have such incredible impact because of our collaboration with strategic stakeholders, such as high-profile sporting athletes, the travel and tourism industry – including airlines, hotels, and transportation companies – sporting governing bodies/hosting committees, NGOs, governments, and corporates.

We are always on the lookout for partners and sponsors for greater impact. If you think our campaigns, programmes and projects fit with your organisation please contact philippa.king@itsapenalty.org.

“Emirates is proud to support It's a Penalty's campaign, which is designed to educate the world about the misconceptions and the reality of human trafficking and exploitation. Emirates hopes to shine a light on this global problem and help more people understand what human trafficking is. With greater awareness, more suspected cases can be identified and reported, thereby protecting and preventing those at risk from becoming victims.”

Dr Abdulla Al Hashimi
Divisional Senior Vice President, Emirates Group Security

“I'm really happy to support the 'It's A Penalty' campaign. We really need to try and eradicate the exploitation of children.”

Gary Lineker | Former footballer and BBC presenter

“Trafficking isn't always obvious, so it's important to know the signs to look out for. Together we can end human trafficking and exploitation.”

Liam Neeson | Actor

“For me, as an NFL athlete, I feel like it's important to use our platform to bring awareness to the It's a Penalty Campaign”

Tutu Atwell, NFL Champion | NFL Champion

“We are very proud to partner with It's a Penalty because we believe that travel should always be a force for good in the world and companies like us can play a really key role in raising awareness about human trafficking, but more importantly, how to take action against it.”

Patrick Robinson
Director of Public Policy in Europe, the Middle East and Africa for Airbnb



OUR STRATEGY

2026-2028

IAP Strategy: To offer a global and country-level policy and enforcement framework while leveraging both high-profile campaigns and grassroots mobilisation to increase the awareness and urgency of addressing this global challenge. To achieve this, IAP works through cross-sector partnerships. Our strategic objectives for 2026-2028 are:

HOW WE CREATE IMPACT

Our three programme areas are designed to work together to deliver these outcomes. Together they reinforce one another to reduce risk, strengthen protection and prevent harm.



Harnessing the power of sport for increased awareness, education and prevention of abuse, exploitation and human trafficking on a global scale.

Global Campaigns

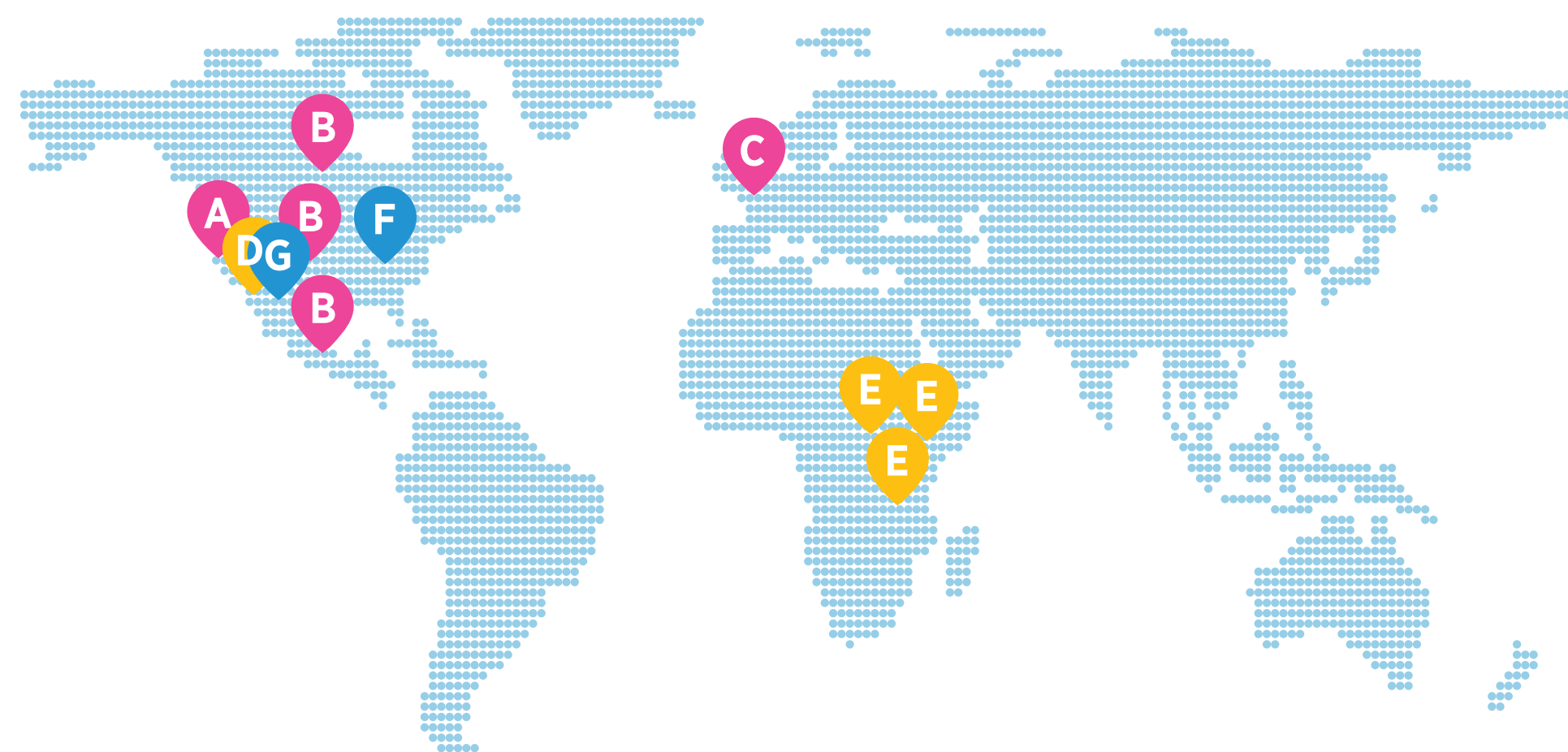
Our **Global Campaigns** are fronted by high-profile athletes and public figures and use major sporting events as time-bound platforms to drive sustained prevention and protection. Campaigns are tailored to each event and host context, working in partnership with sporting bodies, local NGOs and public authorities to raise understanding, support early intervention, and strengthen coordination and safeguarding beyond the life of the event. Messages are delivered through high-impact channels including airlines, airports, hotels, local transport, cinemas, broadcast media and digital platforms, reaching global audiences at scale while supporting locally relevant action.

The FIFA World Cup 2026 will be IAP's largest and most complex campaign to date, delivered across the United States, Canada and Mexico. This will be followed by the Super Bowl and the Olympic and Paralympic Games, forming a connected three-year arc that links awareness-raising with early intervention, local coordination and lasting safeguarding legacy. This approach includes deepened partnership with local authorities, anti-trafficking task forces and labour agencies in host locations, alongside delivery of AFCON as IAP's first campaign in Africa, recognising its strategic importance as both a major event and a source region for trafficking.

OUR TRACK RECORD

Each campaign reaches an average of 180 million people across the world through our strategic channels.

We have encouraged people to report abuse, exploitation and/or human trafficking during each campaign, resulting in an average increase of calls to hotlines of 210%.



To date, It's a Penalty's campaigns, together with our partners, have helped to protect **17,028 survivors** of exploitation, abuse and human trafficking.

STRATEGIC GOALS 2026-2028

2026

- A** Super Bowl San Francisco (Jan/Feb)
- B** FIFA World Cup US, Canada and Mexico (Jun/July)
- C** Commonwealth Games, Glasgow (Jul/Aug)

2027

- D** Super Bowl Los Angeles (Jan/Feb)
- E** Africa Cup of Nations (AFCON) in Uganda, Tanzania & Kenya (June/July)

2028

- F** Super Bowl Atlanta (Jan/Feb)
- G** Olympics and Paralympics in Los Angeles (August)

Global Advocacy

It's a Penalty's **advocacy** work focuses on strengthening the systems that prevent abuse, exploitation and human trafficking, particularly where major events, cross-border movement and weak protections increase risk. We work at global, regional and local levels to influence legal reform and systemic change to protect children and vulnerable adults.

Our advocacy work is delivered through:

- ➔ CommonProtect across the Commonwealth of Nations which is dedicated to protecting children from violence, sexual exploitation, and abuse
- ➔ Safeguarding and human rights work linked to major events in the UK and globally
- ➔ Local advocacy alongside our campaigns to support stronger coordination and accountability

Join Us

Together, we can strengthen the systems that protect children and vulnerable adults from abuse, exploitation and human trafficking.

Learn more, Partner with us, Support our mission

STRATEGIC GOALS 2026-2028

2026

- Strengthen protection systems through legal and policy reform, by advocating for Commonwealth Governments to implement the Kigali Declaration commitment on Child Care and Protection Reform through our CommonProtect programme.
- Expand the evidence base for reform within the Commonwealth focussing on children's safety from online abuse and sexual exploitation.
- Embed prevention and safeguarding into major event delivery, supporting organisers, sponsors and public authorities to translate human rights commitments into practical operational measures before, during and after events, aligned with the UK's Independent Anti-Slavery Commissioner principles and international standards

2027

- Support early intervention and safe access to support, ensuring advocacy promotes non-criminalising, survivor-centred approaches that prioritise safety, dignity and choice and avoid profiling or harm.
- Strengthen local coordination and accountability in campaign locations, working with public authorities, labour and safeguarding partners to improve preparedness, response pathways and protection beyond the life of individual events.



2028

- Build and share evidence to inform policy and practice, capturing learnings from research and campaigns increase political will to implement recommendations for protecting children and vulnerable adults from all forms of exploitation, including online threats.
- Create lasting legacy and influence, producing practical recommendations and tools that support responsible, ethical event delivery and strengthen protection from human trafficking and modern slavery in the UK and internationally.



Through our **Consultancy & Training** work, It's a Penalty supports organisations to move beyond compliance and embed practical, survivor-centred approaches that prevent abuse, exploitation and modern slavery in day-to-day operations. Over 2026–2028, we will focus on scaling this work as both a core impact pathway and a sustainable income stream, supporting organisations to strengthen workforce practice, supply chains and safeguarding in sectors connected to major events, travel and tourism.

Our approach combines strategic advice, tailored training and hands-on implementation support, helping organisations translate legal and ethical commitments into operational practice. This includes strengthening procurement and labour standards, improving internal capability and decision-making, and embedding preventative approaches that reduce risk before harm occurs.

- Facilitated sessions with directors and senior leaders to develop clear, practical modern slavery and human rights strategies aligned with organisational goals.
- Review and development of policies and codes of conduct for employees, suppliers, subcontractors and partners to address risks linked to forced labour, slavery and human trafficking.
- Training needs analysis and development of tailored onboarding and staff training, including in-person delivery, e-learning and video-based content, adaptable across roles and learning platforms.
- Executive briefings and training on key legislation, transparency in supply chains and global due diligence requirements.
- Hands-on support to embed strategies across teams and departments, ensuring approaches are understood, owned and applied in day-to-day decision-making.

How We Deliver Consultancy & Training

We support organisations to embed preventative, survivor-centred practice through a combination of strategic leadership engagement, policy development and practical implementation support. This includes:

STRATEGIC GOALS 2026-2028

2026

Establish It's a Penalty's Consultancy & Training offer as a trusted and credible partner to the hospitality, travel, tourism, HR and procurement sectors, delivering practical advisory support, leadership facilitation and tailored training that helps organisations strengthen safeguarding, address modern slavery risks and embed ethical labour and supply-chain practices.

2027

Scale the consultancy and training offer internationally, working with global organisations, suppliers and partners to deliver tailored programmes that build internal capability, improve procurement and labour standards, and support the practical implementation of responsible and ethical supply-chain practices across multiple geographies.

2028

Be recognised as a sector leader in survivor-centred modern slavery prevention by offering executive-level briefings, advanced training and hands-on compliance and due-diligence support that shapes best practice, supports emerging regulatory requirements, and influences responsible business standards across sectors connected to major events and global travel.

CONTACT

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It's a Penalty
Charity No. 1161848
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