

**WE ARE
SURVIVORS.**



THE STRATEGY

AMBITION 2030



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We Are Survivors

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INTRODUCTION FROM OUR CHAIR & CEO

At the start of 2025 **We Are Survivors** celebrated its 16th Birthday, which is an important milestone in life, marking the first significant transition towards adulthood. A person turning 16 can change their name by deed poll; get a licence to drive a moped; get a National Insurance number; open a bank account; get a full-time job; join a trade union; **and 16 is the age in which someone can legally consent to having sex - 16 is what we call 'the age of consent'.**

1:6 males experience sexual harm

So, as an organisation whose whole entire existence is focused on supporting boys and men who have been impacted by the absence of consent, alongside increasing the education and awareness of the harm to males who have these experiences; our 'coming of age' is happening at a time when the UK Government deems sexual harms 'a national emergency'.

1:10 victims of rape are male

Research has indicated male victims/survivors can take in excess of 20 years to disclose, and we have seen the impact of what two decades of silence does to a person.

1:4 victims of child sexual abuse are boys

But over the last 16 years we have seen a change; we have been part of that change; and we're more determined than ever to be the mechanism that creates further change in society, to ensure that our vision becomes a reality and **NO male survivor is left behind**.

In 2019, in our Roadmap, we set ourselves three strategic goals to achieve by 2027:

- 1) reduce the time a male victim/ survivor is in silence by 5 years.
- 2) respond strategically and safely to supporting boys aged 13-16; and to male survivors that have perpetrated sexual harms.
- 3) increase our footprint to reach more male victims/survivors.

In our 2024 data analysis, we evidenced the time between the harm happening and the individual accessing our support reduced in a decade by 13 years to 24 years old.

In 2024 we opened *The Hangout* for young men aged 18 to 30 as the strategic start of our journey to engage young people. In 2025, we engaged 778 young men, a 19% increase on 2024.

In 2024 we opened the *We Are Listening* service for male survivors who have been convicted of sexual harms, working from Probation and criminal justice sites.

In 2021, NHS England commissioned us to deliver our *OUT Spoken Talking Therapy* service across all 15 prisons across the North West; whilst by 2025 we had opened 3 new spokes in Greater Manchester localities thanks to the National Lottery funding.

Our performance shows that we can achieve anything and beat targets as strong agents of change. **Our challenge remains to ensure that no male survivor is left behind, but it's our biggest ambition to make this a reality.**



Prof. Craig Harris
Chair



Duncan Craig OBE
Chief Executive Officer

WHO ARE WE?



We are your brother.
We are your husband, boyfriend, fiancé.
We are your grandad, uncle, cousin, your nephew.
We are your neighbour that waves as you go to work.
We are your boss, your colleague, and your employee.
We are your school friend, your best friend, your best man.
We are all kinds of men.

WE ARE SURVIVORS

Since February 2009, We Are Survivors has been listening to, learning from and being led by male survivors and their loved ones, holding the core belief that **there is NO conversation about us without us!**

We are the largest male victim/survivor charity in the UK supporting those directly impacted by sexual harms through the provision of trauma-informed/survivor centred services and interventions to encourage and promote healing.

We are holding out our hand to the loved ones of male victims/survivors too, supporting them to support him.

We are challenging thinking, raising awareness and educating society about the needs of male victims/survivors, in a world where the narrative is more often focused on harms caused by boys and men.

OUR MISSION

To break the silence of the sexual harm on boys and men, providing support and advocacy to them and their loved ones to engage in positive healing free from the impact of abuse; and educating society on the prevention and impact of sexual harms against boys and men.

OUR VISION

A society where **NO** male survivor is left behind.

OUR VALUES

- **Transparency** is a founding principle of how we are in all we do, laying in stark opposition to what we know and understand as being the foundation of all sexual harms.
- **Integrity** is and always has been the cornerstone of all healing from sexual harms, whether as an individual or as a community.
- **Understanding** means we take all victims/survivors and their words seriously, whilst we seek first to understand to then be understood.
- **Responsive** to the needs of victims/survivors and their loved ones means being committed to learning and teaching; whilst using our individual and collective knowledge to predict trends to prevent the sexual harms boys and men; and educate society on the impact of sexual harms.

OUR CHARITABLE OBJECTS

As a registered charity in England and Wales, we are for the public benefit, to promote and protect the good health and wellbeing of male victims/survivors of sexual harms, and their loved ones, across Greater Manchester and throughout England & Wales by:

1. providing qualified health and social care professionals, ISVAs, IDVAs and advocates to treat, support and advise them to cope and recover and move beyond these harmful experiences
2. providing training and education in, and awareness raising campaigns of, the prevention and impact of sexual harm on males, sharing knowledge and information to support a greater societal understanding of sexual harms

OUR BENEFICIARIES

Our beneficiaries are the public:

- male victims/survivors of sexual harms.
- the loved ones of male victims/survivors of sexual harms.
- communities in which male victims/survivors of sexual harms live, work, play and engage.

OUR AREA OF BENEFIT

The area **We Are Survivors** can operate in, as set out in its governing document, is Greater Manchester and throughout England and Wales.

We are based in Salford in our hub with spokes across Greater Manchester, in all 15 Prisons in the North West, and open our

virtual door to male victims/survivors across the UK.

OUR BELIEF

We believe that male victims/survivors of sexual harms have the ability and the basic right to cope and recover from these unwanted experiences; and move to a positive future free from pain of the past.

OUR COMMITMENTS

Quality Assurances:

We are committed to quality assurance and are accredited for Male Quality Standards, ISVA Standards; and registered with the Fundraising Regulator, and British Association for Counselling and Psychotherapy (BACP).

We are a Real Living Wage and Real Living Hours employer.

Equality, Diversity and Inclusion:

We are deeply committed to equality, diversity, and inclusion, and strive to go beyond the requirements of the Equality Act 2010 and similar legislation to champion qualities that may not be legally recognised.

Our approach is rooted in listening, removing barriers, and ensuring no male survivor is left behind, regardless of background or identity. Every individual has the right to access support without fear or prejudice, irrespective of race, religion, age, disability, sexual orientation, or social class.

Guided by lived experience, we strive to create spaces where male survivors are welcomed with respect and understanding. We recognise the cultural and religious contexts that shape men's lives and work with sensitivity to the unique challenges they face in healing.

Our commitment extends to our organisational culture, promoting equality of respect and opportunity for staff and service users alike. Through inclusive recruitment, engagement, and outreach, we aim to build a diverse workforce and community, advancing representation and ending stigma around harm.

Confidentiality:

We have a strict confidentiality policy where any information we collect or record on those that benefit from our support will remain confidential within the service and will not be passed on to anyone outside the organisation without the individual's prior knowledge and permission.

Individuals always have the right to see any information that pertains to them.

All professional requests for information about an individual who benefits from accessing our services are dealt with following our strict GDPR policy and treated as third party material requests.

However, there may be rare occasions when we might have to break confidentiality in the interest of safety – such as, immediate risk to life or the welfare of a child – and whilst we always aim to discuss this with individuals first, this cannot be guaranteed legally.

OUR CLIENT CHARTER

We commit to ensure that all male victims/survivors, along with their loved ones, that engage with the organisation have the right to:

- Be treated with respect
- Remain anonymous if they wish
- Be given information in plain language about services and interventions we provide

- Know that anything discussed with a worker is confidential within the service
- See any files kept about them
- Be seen as quickly as possible
- Complain about the service
- Tell us how to improve the service
- Not be the subject of research without expressed consent
- Not to provide any information which they do not wish to reveal





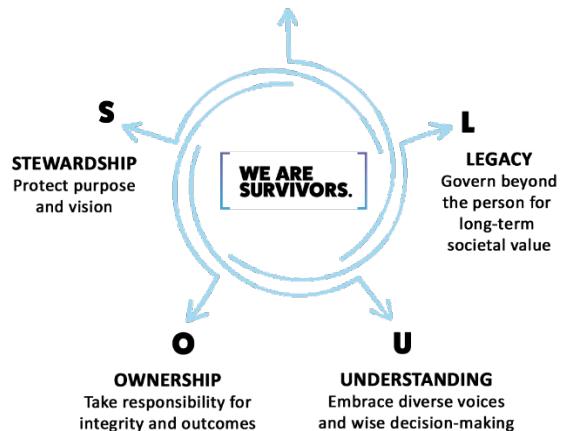
OUR STRUCTURE

We Are Survivors is both a company limited by guarantee (06811096) and a registered Charity in England and Wales (1144941).

The organisation is governed by a Board of Trustees which is led by a Chair. They directly line manage a Chief Executive Officer, who is tasked by the board to lead the strategic and operational delivery of the organisation to meet the charitable objects.

The Chief Executive Officer leads the organisation using four key guiding principal models:

- Governance With SOUL™ (Labassiere, D)



- 7 Habits of Highly Effective People (Covey, S)
- 6 Principles of Trauma Informed Practice
- Trauma and Recovery (Herman, J)

We believe that strong governance isn't about oversight alone, but about wisdom, trust and shared ambition.

The Board of Trustees provide the Chief Executive Officer with formal counsel, guidance and legal governance. An Expert Reference Group of male survivors and their loved ones provide the Chief Executive Officer with counsel and guidance using lived experience expertise; and a Deputy Chief Executive Officer provides the Chief

Executive Officer with operational support and daily leadership in the successful execution of the charitable objects.

Three separate pillars create the organisation's core structure:

- Central Directorate
- Community Services Directorate
- Criminal Justice Services Directorate

Each Directorate is led by a Director who reports directly to the Chief Executive Officer, with the Deputy Chief Executive Officer providing support, counsel and a 'critical friend' view as an equal in the Executive Team.

Each Director line manages a Head of Dept and/or Managers, all of whom lead services or functions.

The Managers are supported by Officers to provide Practitioners, Administration and Apprentices with the best environment to deliver the services to all that engage.

Governance checks and balances, opportunities to seek counsel, share knowledge, and celebrate success are built into the operational structure of the organisation.

Quarterly trustee meetings are supported by quarterly risk governance, finance, and business governance sub-groups.

A monthly CEO Executive Huddle provides operational governance, with Directorates and Teams holding regular operational meetings.

All client facing staff engage in monthly external clinical supervision; and non-client facing staff engage in a monthly self-care activity; both supporting staff wellbeing.

OUR THEORY OF CHANGE

Our *Theory of Change* sets out how **We Are Survivors** creates impact by:

- delivering specialist support
- influencing policy, and
- challenging stigma,

we enable male survivors to heal and thrive.

Through clear outcomes, measurable indicators, and evidence-based action, we drive systemic change for equality, justice, and wellbeing.

PROBLEM STATEMENT

Male victims / survivors of sexual harms face systemic barriers to recognition and support. Social stigma and gendered frameworks, such as those focused on violence against women and girls, often marginalise the male experience. As a result, specialist services remain limited and clear policy inclusion for men and boys is frequently overlooked or 'othered'.

VISION

No male survivor is left behind.

MISSION

To break the silence of the sexual harm on boys and men, providing support and advocacy to them and their loved ones to engage in positive healing free from the impact of abuse; and educating society on the prevention and impact of sexual harms against boys and men.

INPUTS

- Our brand and reputation both locally and nationally.
- Our academic and experiential knowledge of the subject matter; and our research, data collection and analysis concerning male victims / survivors and their loved ones.

- The financial investment of commissioners, donors and supporters; along with the income we generate from training and consultancy.
- Partners, commissioners, funders and other key external stakeholders, including the public.
- Staff, volunteers, Expert Reference Group members, Loud Voices members and Trustees.

ACTIVITIES & OUTPUTS

- Delivering trauma-informed / survivor-centred therapeutic and advocacy services and interventions; along with facilitating building of a male survivor community.
- Seeking justice for male survivors.
- Providing support through reform and rehabilitation for male survivors
- Fundraising.
- Increasing knowledge and allyship.

OUTCOMES

- Male victims / survivors, and their loved ones, engage with specialist support services resulting in increased health and wellbeing.
- Professionals adopt trauma-informed, gender-inclusive practices, and policy frameworks inclusive of male survivors.
- Public discourse shifts to acknowledge male victimisation and survivorship, which reduces stigma and eradicates shame.

IMPACT

Male victims / survivors of sexual harms live empowered, healthy lives free from stigma, with access to justice, support, and equality; whilst their networks and communities respond positively to their needs and take action to prevent future harms.

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OUTCOMES

- Male victims/survivors, and their loved ones, engage with specialist support services resulting in increased health and wellbeing.
- Male victims/survivors engage with specialist support services resulting in increased criminal, procedural and restorative justice outcomes.

IMPACT

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Public Engagement & Influencing

Support & Advocacy Services

Involvement of Lived / Living Experience of Male victims/survivors and their loved ones





OUR OPERATING ENVIRONMENT

The conversation about sexual harms (including rape, sexual abuse and sexual exploitation) is often focused on the binary male perpetrator / female victim. Whilst violence against women and girls (VAWG) is a “*national emergency*” and it is the responsibility of everyone to tackle this scourge within our society; male victims / survivors are far too often either left out of the conversation around sexual harms or ‘othered’ as being victims of VAWG.

Since 2010 the UK has focused its response to VAWG through a number of national strategies, the latest being published in December 2025.

Whilst this new strategy '[Freedom from Violence and Abuse](#)' is aimed at female victims / survivors, the UK Government have also produced a '[Men and Boys Explanatory Note](#)' which is set as being an explanation how the Strategy “*considers and addresses the needs of men and boys*”.

Additionally, the Government’s publication of [The Men’s Health Strategy](#) sets a ten year vision for improving the health and wellbeing of all men and boys in England.

Furthermore, the mobilisation of the [Victims and Prisoners Act 2024](#) which includes the setting of ‘Victim’s Rights’; the publication of the [National Plan to End Homelessness](#); the Crown Prosecution Service’s '[Statement on Male Victims](#)'; and the [Greater Manchester Tackling Gender-Based Violence Against Men and Boys](#) all provide anchor points to ensure that we put an end to overlooking men and boys as victims; whilst also recognising the disproportionate impact these crimes have on women and girls.

However, this requires all stakeholders to be part of the solution not the problem. It requires us to use correct language that makes male victims/survivors visible. It requires us to discard the fear that talking about male victims will minimise female victims. It requires us to be brave enough to recognise that a small percentage of victims will also be perpetrators of sexual harms. It requires us to collectively research, understand, invest, and take action to ensure that no male survivor is left behind.

This huge cultural shift required, comes at a time when Police and Crime Commissioners are being abolished; NHS England is being disbanded; ICB’s take full responsibility for commissioning of health, working with local authorities responsible for public health and social care, all within broader Integrated Care Systems (ICSs) that focus on joint planning for health and care needs; and the whole criminal justice system has now passed the point of crisis, end to end.

The funding landscape is tougher than ever, with cuts being made to commissioning budgets, the economy remaining sluggish and the ‘cost of living’ a key concern for all.





OUR AMBITION

Our ambition is simple.

NO MALE SURVIVOR IS LEFT BEHIND.

and when we say 'no male survivor' we mean all males whilst also inviting non-binary survivors who feel a male survivor space is for them to reach out too.

We understand that the voluntary, community, faith and social enterprise (VCFSE) sector cannot continue to expect to survive on grants and donations alone, and we have to find new and innovative ways to generate income.

1 in 6 males experience sexual harms at some point in their life.

1 in 10 victims of rape are male.

1 in 4 victims of child sexual abuse are boys.

2/3 of male victims are in silence.

We recognise that we can play a significant part in ending sexual harms for all; actively engage in working with UK Government to half VAWG in a decade; and be a trusted primary source of information and knowledge in the UK for male victims/survivors and those looking to expand their knowledge of the impact of sexual harms on men and boys – be that as a professional or as his loved ones.

We are certain that our vast expertise in supporting the media to tell the stories of the male survivor experience; whether in drama, documentary, film or theatre, visual or audio; will support societies' understanding and change attitudes towards and about all male victims/survivors.

The Trustees are the guardians of our ambitions and will monitor our performance.

Trustees bring with them a vast array of skills, experience and knowledge from a wide range of sectors and industries and so their oversight is vital to our success.

Equally, our Expert Reference Group will play a huge part in ensuring that as we move through the next five years, we have front line lived and living experience of male victims/survivors needs, and their guidance will ensure that we adapt to changing environments as and when necessary.

WE ARE SURVIVORS STRATEGIC GOALS

Equality and equity in all we do so NO male survivor left behind



Strengthen the Offer

Delivering services that meet the needs of all male survivors, and their loved ones.



Amplify Male Survivors Voices

Ensuring that there is NO conversation ABOUT us WITHOUT us.



Progress Understanding

Because if we want understanding we have to provide understanding.

STRENGTHEN THE OFFER



Delivering services that meet the needs of all male survivors, and their loved ones.

We will do this by:

- Develop services for male victims/survivors in diverse and specialist communities, with male victims/survivors from diverse and specialist communities.
- Set the standard 'hub and spoke model' for all beneficiaries (18+).
- Provide services for young male victims/survivors aged 13-17 in conjunction with young persons organisations, and in our own right as an organisation.
- Further develop our separate offer to male survivors who are under investigation for or convicted of sexual offences, focused on supporting their own survivorship whilst observing the safety of all victims/survivors.
- Develop and increase our offer to male survivors and their allies leaving prison to resettle in the community.
- Further develop our Nightingale Services in collaboration with the

Women's, Children and Young People's sector to ensure the loved ones of male victims/survivors are getting the right support for them; whilst also ensuring they're better educated about supporting him.

- Developing a stable funding model that spreads financial risk, is not over reliant on one source; and increases corporate giving and individual fundraising activities.

We will continue to collect performance and outcome data on our services and activities, focusing our analysis efforts not only on the efficacy of our offer, but to track changing trends to be more effective in our response.

Through our effective governance model, we will continue to ensure that monitoring gives us the courage to alter, amend, close and open services as the environment changes.

We will not invest in or continue to invest in interventions that are not working; but we commit to ensuring that this doesn't stifle innovation and pilot programmes.



AMPLIFY MALE VICTIM / SURVIVOR VOICES



Ensuring that there is NO conversation ABOUT us WITHOUT us

We will do this by:

- Using our social media and other digital platforms to signpost, inform, challenge and engage; using a mixed media model whilst increasing our followers, likes and re-posts; and developing our digital data intelligence and analytics.
- Further developing our 'Loud Voices' project, which has been supported by Paul Fairweather MBE and George House Trust's Positive Speaker Programme, that increases the number of members and widens the opportunities to deliver a 'Loud Voices' session.
- Continuing to use creativity and the arts to tell the vast and varied stories of and by male victims/survivors; the stories of and by his loved ones; and the stories that bring about hope, connection to community, and the breaking of silence and the abolition of isolation, shame and guilt.



PROGRESS UNDERSTANDING



Because if we want understanding we have to provide understanding

We will do this by:

- Continuing to engage with students and academics in their research endeavours, following our 'male survivor research charter'; whilst at the same develop our own research projects in conjunction with academic institutions, publishing findings to be as widely disseminated for free at the point of access, as possible.
- Cement and further establish our Policy and public influence efforts, connecting professionals in policy areas of interest; engaging in appropriate and relevant consultations; and providing information, advice and counsel in all areas of policy and influence that directly connects to or impacts male victims/survivors of sexual harms and their loved ones.
- Further develop and increase our public communications effort and output that provides knowledge and information to educate the public;

and creates opportunities for the public to know us and support our work.

- Sharing our knowledge through education in primary, secondary, higher and further education settings; whilst also engaging in training of professionals in site specific, digital and conference settings on the impact and needs of male victims/survivors of sexual harms, sexual harms as a topic; alongside leadership, strategy, policy and service delivery insight.
- Developing **We Are Survivors** as a Centre of Excellence for service delivery and evidence-based interventions for male victims/survivors; and research and policy connected to the sexual harm of boys and men.



OUR NEXT STEPS

In order for us to be able to deliver on our strategic ambitions, we need to ensure that the structural integrity of the organisation is solid.

That's why over the past 12 months the Trustees have been working closely with the Chief Executive Officer to undertake a root and branch review of the organisation.

We have increased the number of Trustees on the board and in doing so, added further skillsets in law, academia, policing, the military and psychological trauma that were previously absent. We have also ensured that we have a diverse board of gender, ethnicity, age, sexuality, socio-economic class and geographical location mix; and we will continue to increase numbers and diversity as far as our constitution permits.

We have worked hard to actively engage those victims/survivors exiting services to give feedback in both ad-hoc and formal ways; recruiting a number of Expert Reference Group members with a target of having an annual running membership of 25. Again, it has been vital to ensure that the members are from diverse backgrounds with an array of experiences, journeys and engagements. We will continue to recruit new members, focusing on increasing membership of those in prison, and finding ways to ensure the voice of young people and the voice of survivors who have been convicted of sexual harms are not missed. We will also create a specific sub-group for the loved ones of male victims/survivors, to ensure that their rich expertise is not missed.

We have also spent much time in the last 12 months focused on staff and volunteers.

We have undertaken a review of role profiles; their responsibility and accountability structure; salary and benefits; and personal and professional development; all points that have been identified in the annual staff survey.

In April 2026, we will mobilise our new salary structure and pay award model, informed by the Independent Benchmarking Review that was undertaken by Adrian Ashton Consulting in 2024/25. This will involve a move to a 'single fixed basis' model that will be supported by a performance related pay cap and annual PDR (Professional Development Review) model.

We will continue to engage staff in formal feedback through the annual mechanism, plus develop new ways to connect and share compliments and complaints. We will also continue to work to achieve the 'Good Employment Charter' accreditation.

We will also continue to ensure that Quality Assurance is at the heart of everything we do and will retain our current kite marks; whilst identifying new and suitable standards to achieve.

Finally, we will increase our effort to be an environmentally conscious organisation by reducing our carbon footprint; increasing our recycling activities; sourcing environmentally sustainable suppliers; and reducing our energy consumption.

We commit to ensuring that in making our vision of ensuring no male survivor left behind a reality, we respect the environment we work in and the planet we live on.

OUR GRATITUDE

We know that the world seems to change quickly now and that over the next few years we will need to be agile and flexible to continue to exist, but with our strategy, **Ambition 2030** will be a reality and will ensure no male survivor is left behind.

The development of this strategy has been made possible through the invaluable contributions of our Trustees, staff, volunteers, Expert Reference Group members, clients, and stakeholders. Your insight and support have been fundamental in shaping our vision and direction to 2030.

We are deeply grateful to our past and present funders, commissioners, supporters, donors, and partners who have not only

invested financially but have also shared their time, knowledge, and expertise to help us achieve greater impact. Your recognition of our work and commitment to championing our services reinforces the difference we strive to make together.

Above all though it is the men, and their loved ones, who find the courage to pick up the phone, send a message, or walk through our doors and say #MeToo who inspire us most. Your words, actions, ideas, and strength have made this strategy ambitious and meaningful.

We do this because of you, because...
We Are Survivors.

If you're looking for a charity that truly puts male survivors at the heart of everything we do, you've found us and we'd love to hear from you – scan the QR code for more information.



[A WE ARE SURVIVORS PROJECT]

Your support makes a real difference. Whether it's a one-off gift or a regular donation, every contribution helps us be there for men and their loved ones whenever they need us.

If you're a UK taxpayer, adding Gift Aid boosts your donation by 25% at no extra cost.

Fancy a challenge? From marathons to hikes and cycling events, there are plenty of ways to push yourself while supporting survivors. We welcome partnerships with businesses because when you stand with us, you're helping the 1 in 6 men who deserve access to support, some of whom may be your colleagues or employees.

Our Loud Voices Project gives a wide range of audiences - including schools, colleges and workplaces; the opportunity to listen to the experiences of a male survivor which helps break the silence and end the shame.

However you choose to get involved, your support is invaluable. Together, we can make sure no male survivor is left behind.



WE ARE
SURVIVORS.