Rt Hon David Lammy MP
Lord Chancellor and Secretary of State for Justice
Ministry of Justice
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Rt Hon Shabana Mahmood MP
Secretary of State for the Home Department
Home Office
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Rt Hon Kier Starmer KCB KC MP
Prime Minister
10 Downing Street
London SW1A 2AA

Date: 21 December 2025

Subject: Urgent request for meeting: ongoing trafficking, safeguarding, policing, NRM and civil justice failures linked to Harrods and Mohamed Al-Fayed

Dear Home Secretary, Justice Secretary, and Prime Minister,

No One Above is a collective of survivors of Fayed / Harrods. We are writing regarding credible, consistent reports from more than 400 women of sexual exploitation, coercive control, and abuse connected to Mohamed Al-Fayed and Harrods. These accounts raise serious concerns not only of sexual violence, but of trafficking-linked conduct, organised facilitation, and continuing institutional failure, including failures to identify, protect, and provide effective remedies to potential victims.

While much of the reported abuse occurred in the past, the failures are not historical. Survivors continue to face the absence of any comprehensive investigation into trafficking indicators and organised exploitation; ongoing Metropolitan Police inaction and the fragmentation of intelligence across complaints; a lack of transparency or independent review of police and CPS decision-making despite the volume and consistency of survivor reports; the continued failure by relevant authorities to identify and refer potential trafficking victims into the National Referral Mechanism (NRM); and civil justice structures that, in practice, prioritise institutional risk management over effective remedies for survivors.

Taken together, these ongoing failures raise serious concerns about potential trafficking and exploitation facilitated through a major UK employer, the absence of a coordinated and intelligence-led policing response, continuing prosecutorial inaction, and the operation of civil justice and redress mechanisms — including the Harrods scheme — in ways that systematically prevent survivors from obtaining judicial accountability while shielding institutions from legal exposure.

Critically, this reflects a repeating pattern of institutional avoidance. Comparable failures have been identified in previous large-scale abuse scandals, where the lack of early scrutiny, fragmented investigations, and reliance on containment mechanisms allowed harm to continue and accountability to be delayed for decades. No meaningful safeguarding reform or survivor protection can be implemented unless there is a full examination of how these failures occurred, why warning signs were missed, and how institutions repeatedly avoided responsibility.

We are approaching you jointly because the issues engaged fall squarely within each of your current statutory responsibilities:

- The Home Secretary holds responsibility for present-day safeguarding failures, policing accountability, trafficking and modern slavery responses, oversight of the NRM, and the commissioning of statutory inquiries where institutions are alleged to have enabled serious harm.
- The Prime Minister, particularly in light of his former role as Director of Public Prosecutions, holds responsibility for public confidence in the justice system and for addressing ongoing concerns about CPS culture, thresholds, and escalation practices. Where repeated reports of serious sexual abuse by a wealthy and politically connected individual failed to trigger scrutiny at senior levels — and were said not to have "crossed the desk" of the DPP — this raises fundamental questions about whether the CPS was functioning as intended, including whether its systems for identifying patterns, managing risk, and escalating cases of exceptional public importance were adequate.
- The Justice Secretary holds responsibility for the operation of civil justice system, limitation law, redress schemes, and whether survivors today are being denied effective access to justice and remedies in cases involving trafficking and serious sexual violence.

Taken together, the evidence now available meets every recognised threshold for immediate institutional, policing, safeguarding, and civil justice scrutiny, and the continued failure to act raises concerns about the United Kingdom's ongoing compliance with its domestic and international obligations.

We are therefore requesting an urgent meeting to discuss:

1. Whether an independent statutory inquiry will be established into ongoing institutional, policing, prosecutorial, and civil justice failures connected to Harrods and Mohamed Al-Fayed.
2. How trafficking indicators and patterns of exploitation will now be formally assessed, including scrutiny of Metropolitan Police handling of intelligence, complaints, and NRM referral decisions.
3. Whether CPS and police decision-making — past and present — will be subject to independent review in light of the scale and consistency of survivor evidence.
4. Whether existing civil justice and redress mechanisms, including the Harrods scheme, are compatible with the UK's obligations to provide effective, survivor-centred remedies.

We have deliberately approached you first in a constructive and proportionate manner. However, given the length of time survivors have already waited, a failure to engage or a lack of response will be treated as a continuing refusal to act. In those circumstances, we will escalate through parliamentary processes, public reporting, and — where appropriate — international accountability mechanisms concerned with trafficking, violence against women, and access to justice.

We would welcome confirmation of a meeting date, or the nomination of a senior official with authority to engage substantively, within 14 days of the date of this letter.

We recognise the timing of this correspondence; however, given the seriousness and ongoing nature of the safeguarding, trafficking, and access-to-justice concerns raised, we consider it reasonable to expect confirmation of engagement or next steps within this timeframe.

Survivors are no longer asking to be heard. We are asking whether the state will finally accept responsibility for what it allowed to happen — and for what it continues to allow now.

We look forward to your response.

Yours sincerely,

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Cc:

Home Secretary's Private Office

Justice Secretary's Private Office

Prime Minister's Private Office