



# 25 Years of Impact and Innovation



2025  
**IMPACT  
REPORT**



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## From the DDD Leadership

Dear Partners, Clients, and Stakeholders,

This year marks a monumental milestone: the 25th Anniversary of Digital Divide Data. Since our founding, we have been driven by a single, powerful belief: that when education and employment are paired with technology, they become one of the greatest drivers of economic mobility for individuals and their communities. This report is not only a reflection on the past year; it is a celebration of a quarter-century of progress and a bold vision for what comes next.

Our 25-year legacy is proof that a socially conscious business model can be both deeply impactful and commercially sustainable. To date, we have supported over 15,000 youth directly and transformed the lives of over 60,000 people indirectly across Cambodia, Kenya, and Laos. This vast multiplier effect is at the heart of our Impact Sourcing model: for every young person who works, trains, or learns at DDD, there are at least three other people who are positively impacted. Work-study graduates go on to build sustainable careers and earn up to 8x growth in annual income, providing lasting financial security for their families and communities.

As we enter our next chapter, DDD is focused on two strategic priorities: scalability and AI-native excellence. We continue to evolve our Impact Sourcing model to meet the demands of the modern digital economy. This year, we transformed our core training pipeline into the B.E.S.T. Bootcamp, an intensive skills-focused program that streamlines the training to employment pathway. We also expanded our Career Connect program across all three offices, focusing on specialized skills in high-demand areas like data annotation and computer vision.

Our mission remains steadfast: to create a world where every young person has the opportunity to thrive. With a clear roadmap focused on sustained financial strength, customer-centricity, and a culture of people-driven progress, we are positioned to unlock life-changing opportunities at unprecedented scale.

From the bottom of our hearts, thank you for being our partner in this mission. We look forward to creating the next 25 years of impact with you.



**Sameer Raina**  
Chief Executive Officer



**Jeremy Hockenstein**  
Chairman of the Board



**Sopheap Im**  
Chief Impact Officer

# A quarter-century of proven data solutions

At DDD, we know that business excellence drives global social impact.

Digital Divide Data (DDD) delivers high-quality machine learning (ML) data solutions and digital content services to Fortune 500 companies, innovative start-ups, and the world's leading academic institutions.

For over two decades, we have evolved alongside the technology sector. From our roots in content digitization to our current work powering advanced Generative AI, Computer Vision and Large Language Models (LLMs), DDD provides end-to-end data creation, curation, labeling, and annotation services at scale. Our proven ability to deliver consistent quality has driven three consecutive years of revenue growth and a strong financial position - enabling ongoing continuous investment in our people and technology, and to transition into a fully AI-centric organization.

Our clients trust us with their most critical assets because we lead with rigor and security. Our global operations uphold the highest standards of data protection, backed by ISO 27001 and SOC 2 certifications, alongside TISAX, GDPR, and HIPAA compliance. This operational excellence translates directly into client success, reflected in our industry-leading 90% Customer Satisfaction (CSAT) score and a Net Promoter Score (NPS) of 83.



## Industries Served in FY 2025

Our clients reflect the diversity of the global digital economy, ensuring our trainees gain exposure to high-growth sectors.

### Cambodia

- » Autonomy
- » Sports (Soccer)
- » Education
- » Mass media and Publishing
- » Libraries

### Kenya

- » Autonomy
- » Health
- » Universities
- » Big Tech
- » Agricultural Technology

### Laos

- » Libraries
- » Universities
- » Education
- » Sport (Soccer)
- » Mining



## Impact Sourcing, the engine of our success

DDD's business success is inextricably linked to our social mission. We operate on a simple truth: talent is universal, but opportunity is not.

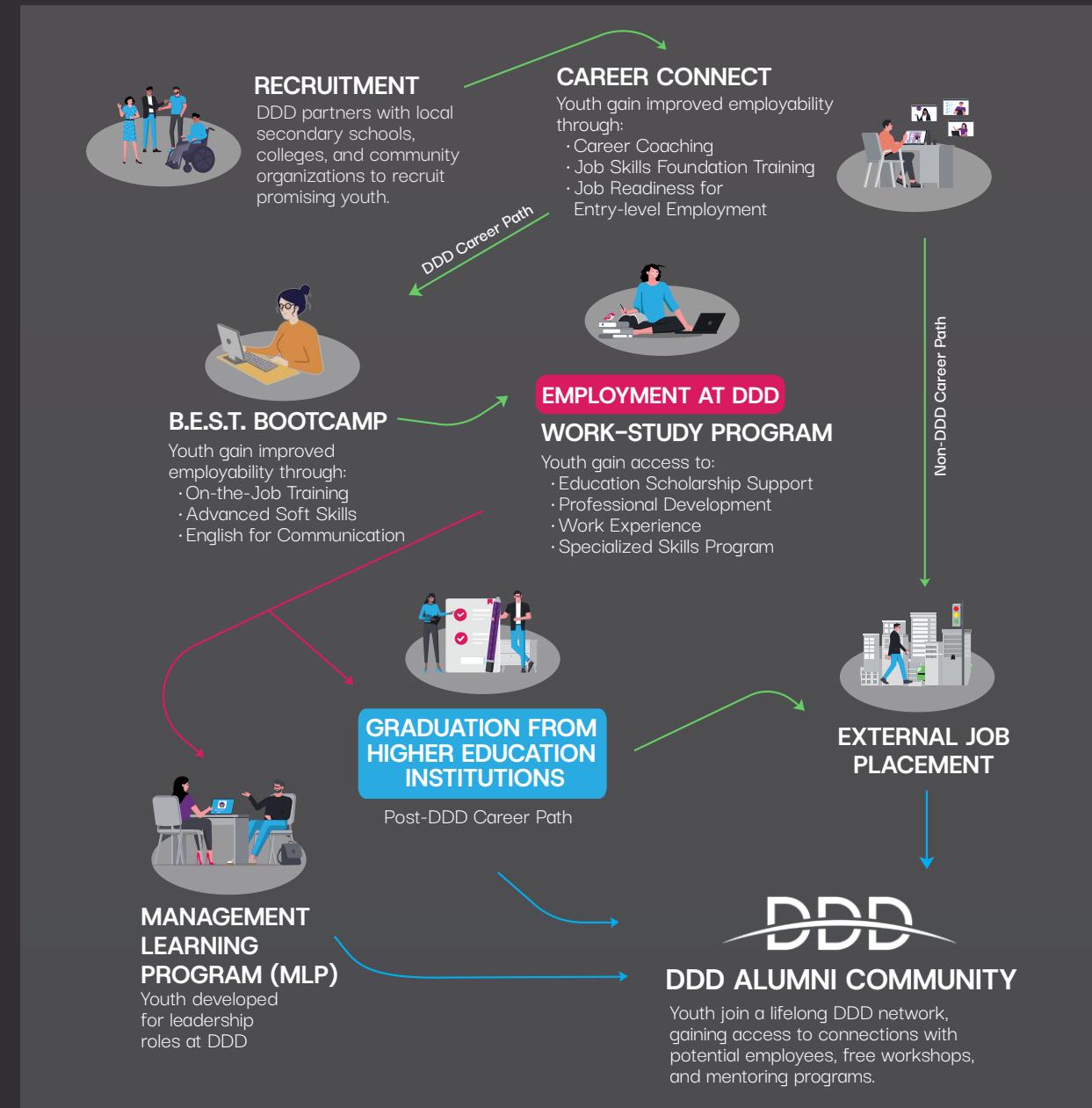
Our Impact Sourcing Model, a first-of-its-kind, is our competitive advantage. By connecting ambitious youth from underserved communities to the global digital economy, we build a highly motivated and scalable workforce. This solves a dual challenge: businesses receive reliable, socially responsible data services, while young people learn advanced digital skills and find clear pathways to meaningful careers.

This is the virtuous cycle at the heart of DDD: our clients receive exceptional work that powers their business, and in turn, that work generates life-changing opportunities across our operations in Cambodia, Kenya, and Laos. Our experience proves that investing in people delivers the most enduring returns for individuals, communities and the organizations we serve.

# A catalyst for transformation and growth: Our Social Impact Model

DDD is defined by constant innovation of our talent development model to meet the evolving demands of the global digital economy. The Business & Entrepreneurship Skills Training (B.E.S.T.) Program has been a cornerstone of this mission since 2015, successfully equipping over 2,000 youth with foundational skills and career pathways.

In a strategic evolution to maximize impact, B.E.S.T. officially transitioned into the B.E.S.T. Bootcamp in May 2025. The new Bootcamp model streamlines the training-to-employment pipeline, placing a greater emphasis on intensive technical and professional skills. This transition reinforces our commitment to a sustainable model that prepares talent for both DDD roles and external job placement through the Career Connect program, ensuring that all current interns and future participants are equipped for long-term success.



## DDD and the SDGs

Our work to break down barriers to growth for individuals and businesses responds to the global call for action for sustainable development.

### No Poverty

DDD's social impact model is one of the best in creating opportunities for sustainable income, long-term career growth, and skills development for youth in the countries where we work.

### Quality Education

Our training programs and initiatives equip students and trainees with in-demand skills within the tech space. We also support the growth of our employees by offering loans and scholarships that help them pursue higher levels of education.

### Gender Equality

DDD continuously strives for gender equality across all our offices and proudly reflects this goal with almost 50% of women in our workforce over the past 5 years.

### Decent Work and Economic Growth

DDD provides higher-than-average salaries and offers training in English Language, time management, and life skills to build our trainees' success. Our model strengthens the human resources in countries where we work, contributing to widespread, long-term economic growth.

### Reduced Inequalities

Our impact sourcing model has been critical in closing the gap between underserved youth and peers with more resources. DDD youth in Cambodia and Laos earn an 8x growth in annual income compared to the average income in their respective countries.

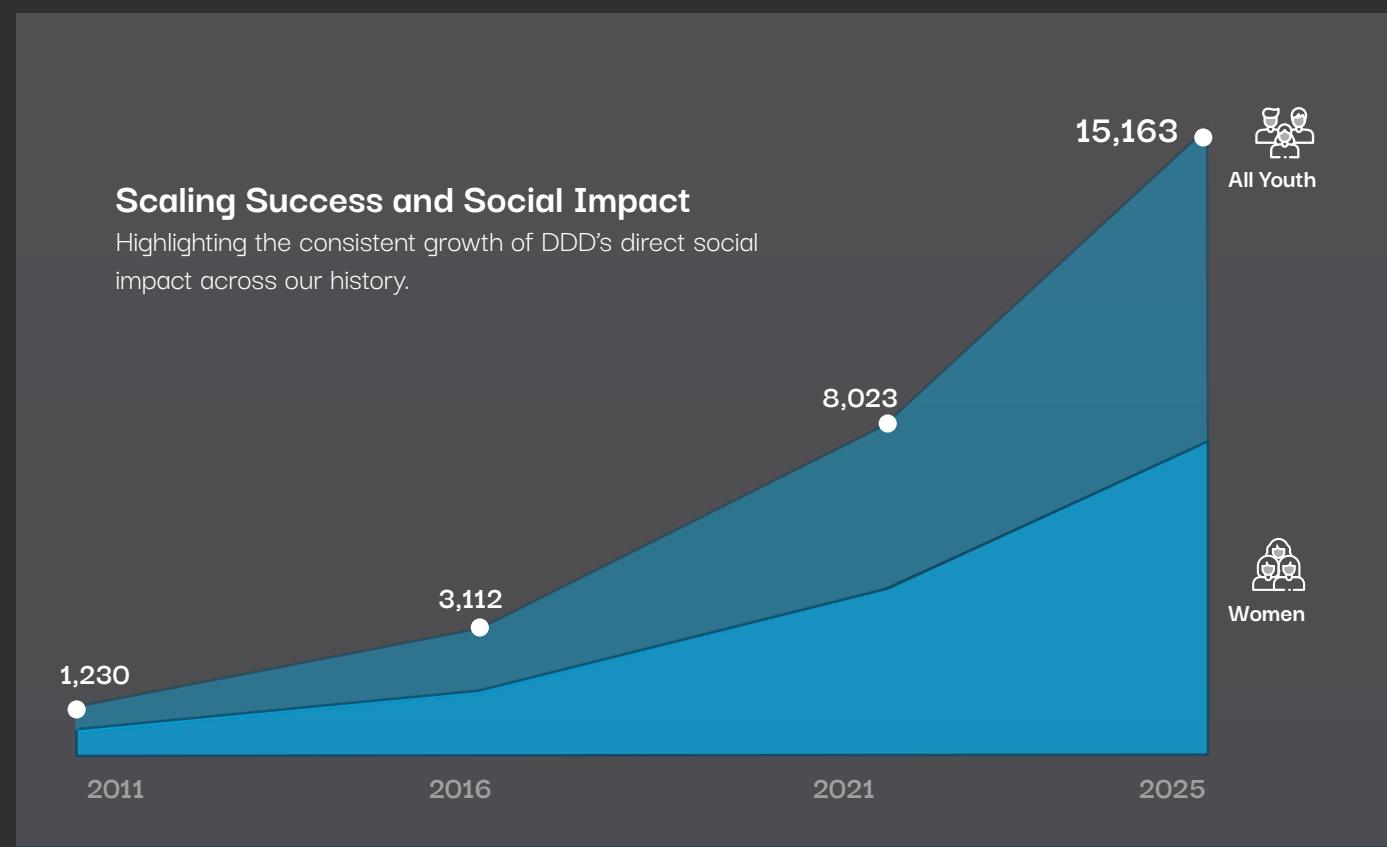
### Climate Action

Each DDD office actively works to fight climate change through local partnerships and activities that contribute to lasting environmental impact. DDD graduates have initiated multiple tree-planting activities and environmental awareness campaigns across Kenya, Cambodia, and Laos, highlighting our commitment to a greener, more sustainable world for all.

# Across 3 Countries

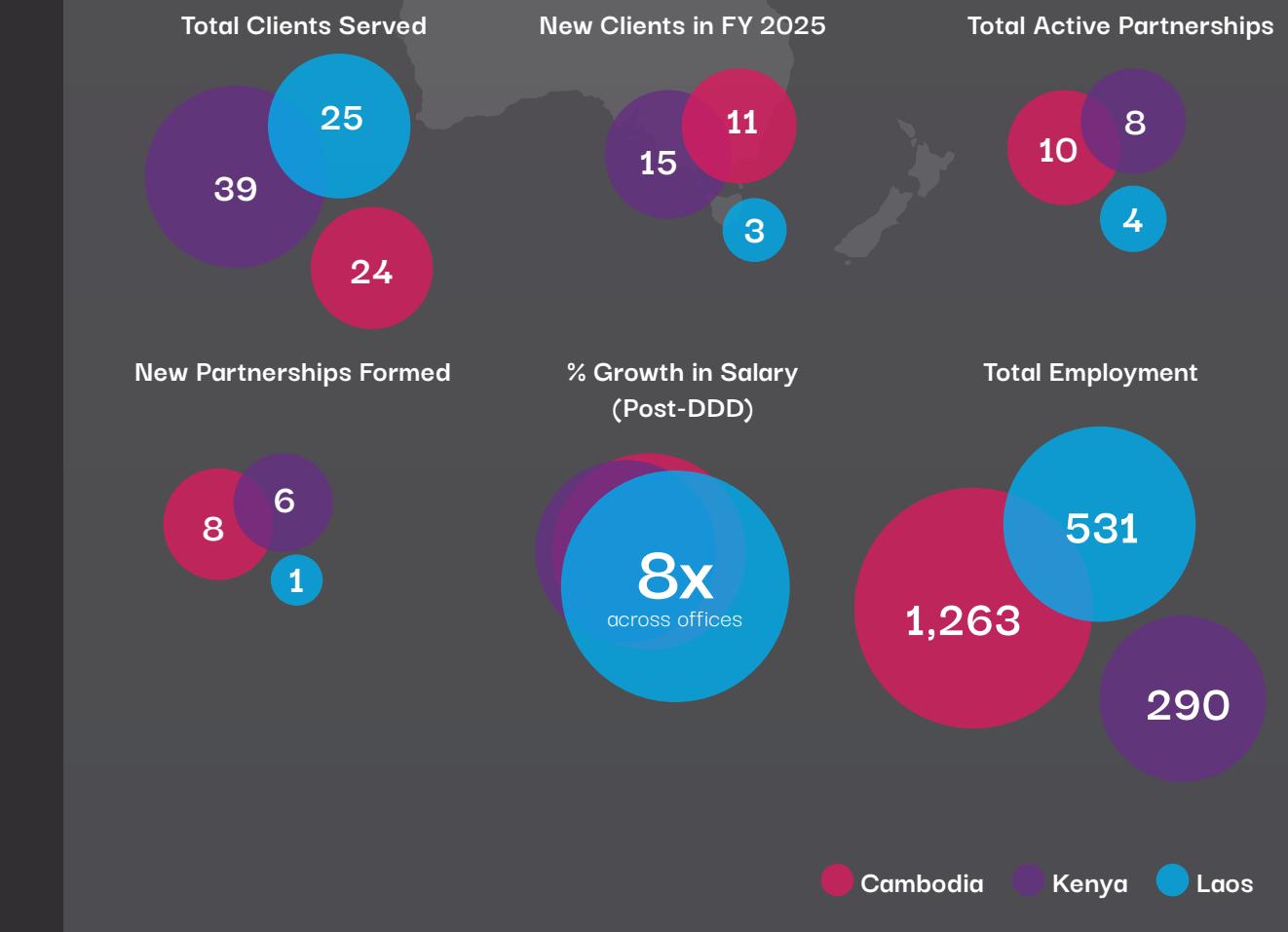
Since 2001, DDD's Impact Sourcing model has demonstrated its power as a sustainable cycle that transforms opportunities for youth into measurable business success. As we celebrate our 25th anniversary, we reflect on the cumulative impact we've achieved across three countries. We are proud to highlight the local progress that continues to drive our mission forward.

Our commitment to youth empowerment and gender equality is evident in our sustained growth, and in the decades-long legacy of transformation that defines our history.



## Global Impact Highlights: FY 2025

One of DDD's core strengths is our ability to adapt our model to the distinct economic and social context of Cambodia, Kenya, and Laos, driving sustainable growth and local relevance.



## Driving Gender Equity in Leadership

Our commitment to economic inclusion extends directly to fostering a diverse leadership pipeline within DDD itself, continuously closing the gender gap at the highest levels of our organization:

**48%** Female Leadership at DDD

**77%** Female Promotions in FY25 Leadership



### Building Inclusive AI: The Khmer Language Dataset Initiative

Across Asia, the scarcity of high-quality datasets in local languages, such as Khmer, poses a major barrier to developing accurate speech technologies. This gap limits innovation in education, accessibility, and digital services, leaving millions of Khmer speakers digitally underserved.

DDD, in partnership with the Livelihood Impact Fund (LIF), is directly addressing this critical challenge. Together, we are leading a transformative initiative to build an inclusive AI infrastructure for low-resource languages. DDD's team in Cambodia is collecting and developing a large-scale, high-quality Khmer dataset that pairs text with speech recordings and expert linguistic annotations. This dataset will become the foundation for Automatic Speech Recognition (ASR) and Text-to-Speech (TTS) systems, enabling machines to accurately understand and generate the Khmer language at scale for the first time.

This project employs DDD's impact sourcing model, creating sustainable digital employment and long-term career pathways for promising Cambodian youth. By combining technological innovation with social impact, LIF and DDD are transforming both the AI ecosystem and expanding human opportunity in Cambodia, bridging the digital divide for millions and reinforcing DDD's role as a leader in ethical data practices worldwide.

### More than Data: Nearly 76,000 Lives Transformed

Our mission is designed to create a powerful ripple effect. For every life DDD directly transforms, we estimate that at least three more people are positively impacted, leading to our cumulative total of 75,815 lives transformed over 25 years. This multiplier effect occurs as our employees and alumni secure stable, living-wage careers, providing financial resilience and security for their families.

Furthermore, many graduates actively perpetuate this change when they return to their communities to share the critical English, communication, and digital workplace skills they mastered at DDD to opening doors for the next generation of Cambodian, Kenyan, and Laotian youth.

**15,169**  
youth supported directly

**60,650**  
lives indirectly supported



# One life transformed is a generation uplifted.

Our work over the past quarter of a century has created a ripple effect of positive change, empowering families, strengthening communities, and building brighter futures across the globe.

# Cambodia: From Palm Trees to Professional Development



**Sabun Ou**, DDD alumnus  
Executive Director, Prison  
Fellowship Cambodia

“DDD is not just a workplace—it’s a place of opportunity. By partnering with DDD, you’re not only supporting your project, but also creating life-changing opportunities for underserved youth.”

In rural Cambodia, where opportunity can be as scarce as the resources to pursue it, the path forward is often predetermined. For Sabun Ou, that path led up a palm tree. To support his family and his own high school education, he climbed trees to harvest and sell sugar, with the likely prospect of becoming a farmer or seeking manual labor jobs abroad. The dream of attending a university in Phnom Penh felt distant, a privilege reserved for those with financial means his family simply did not have.

Everything changed when Sabun joined DDD. Here the seeds of a new future were planted. Sabun gained foundational computer and professional skills, from work ethic to communication, that built his confidence and earned the trust of his colleagues. “Most importantly,” Sabun shares, “learning English has allowed me not only to survive but to thrive in my job.”

Armed with these skills, Sabun has created a profound ripple effect of his own. Today, he provides consistent financial support for his mother, his in-laws, and his child’s education. But his impact extends far beyond his immediate household. As the Executive Director of Prison Fellowship Cambodia, he now leads an NGO dedicated to improving the lives of prisoners and their families nationwide. Drawing on the skills he honed at DDD, he also founded a Human Resources Training Center to equip the next generation of young professionals with the tools they need to build their own careers.

Sabun’s story embodies the promise of DDD’s mission: when one life is transformed, entire communities move forward.

“While working and studying at DDD, I gained valuable skills in teamwork, leadership, communication, and self-development... This experience has been instrumental in shaping both my personal and professional growth.”

For Siphone Phommevong, the loss of both parents at a young age meant that responsibility came far too early. Although he earned a scholarship to the National University of Laos, the lack of funds for basic living expenses forced him to drop out, closing the door on higher education. With few people to rely on, Siphone’s future felt precarious and uncertain.

That trajectory shifted when Siphone joined DDD as an associate in 2015. More than a job, DDD became a lifeline, providing the income he needed to support himself while simultaneously finishing his studies. He earned a diploma in Information Technology at Quest College, and later pursued a degree in programming. After almost a decade at DDD, Siphone grew into the role of Project Coordinator, mastering the management, communication, and collaboration skills that underpin his career.

That stability has rippled outward, first and foremost to his family. “Since I was from a family with limited means, the siblings had to support and help each other,” Siphone explains. With his newfound income, he was able to support his younger brother, ensuring he could stay in school. Following in Siphone’s footsteps, his brother later joined DDD and continues to work there today. This upward mobility has transformed their family’s standing, helping them break free of the poverty that plagues many communities in Laos.

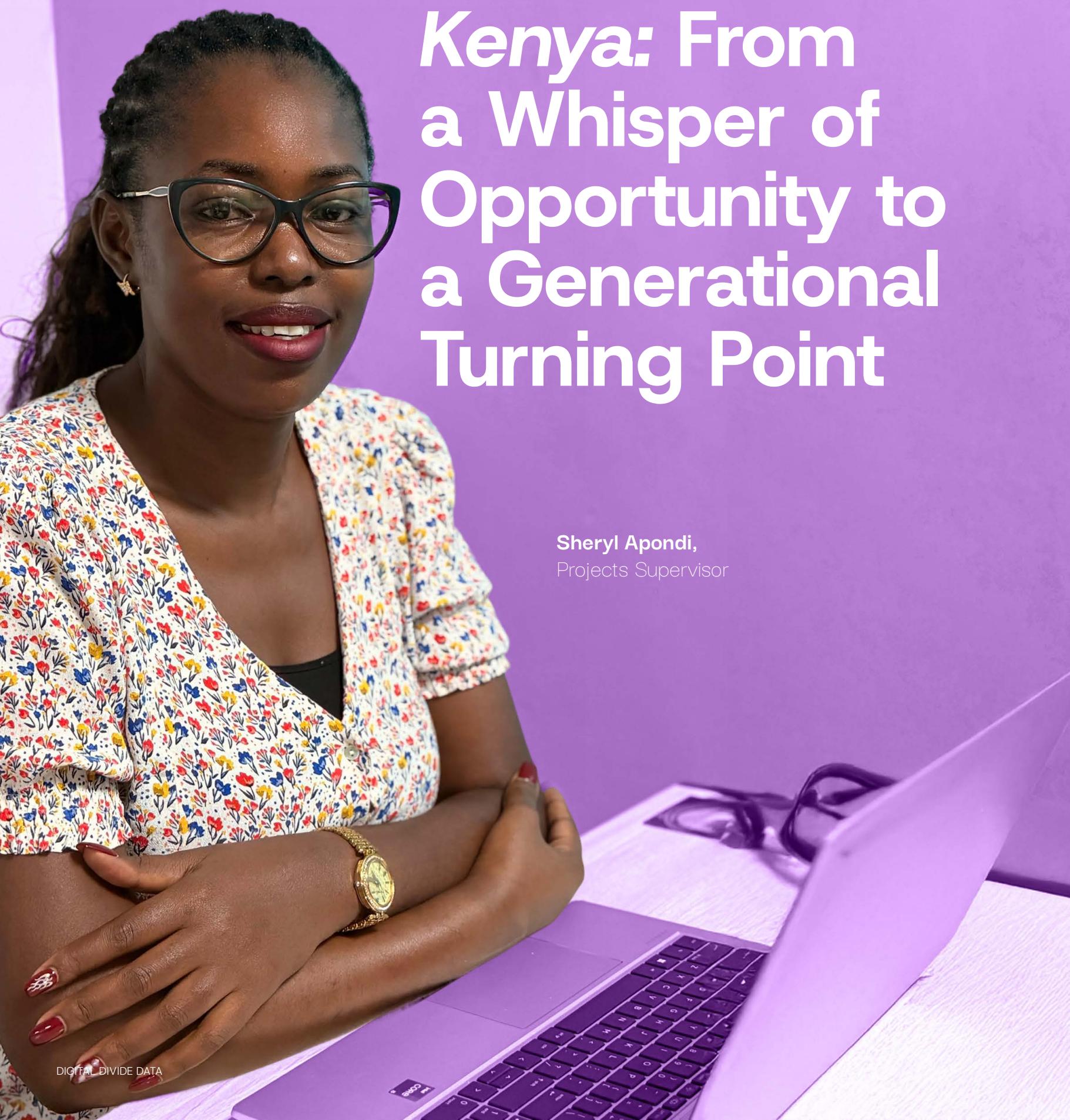
Today, Siphone now invests his time and skills in mentoring younger colleagues, and is collaborating with former classmates to develop a new tech system, extending the opportunity he once received to the next wave of innovators.

Siphone’s journey embodies DDD’s mission: creating pathways where none existed and empowering youth to change not only their own lives, but their families and communities as well.

# Laos: Building a Foundation for Family and Future



**Siphone Phommevong,**  
Project Coordinator



# Kenya: From a Whisper of Opportunity to a Generational Turning Point

**Sheryl Apondi,**  
Projects Supervisor

“My journey at DDD turned financial strain into opportunity, dependence into confidence, and uncertainty into a shared future. One job became a generational turning point, changing not just my life but my family’s destiny.”

As Sheryl Apondi puts it, “Where I come from, opportunity doesn’t arrive with a marching band. It shows up as a whisper.” Fresh out of high school with no savings and no clear path to university, Sheryl and her family lived a constant balancing act, relying on small-scale farming where every harvest brought uncertainty. School fees were a constant struggle, and dreams felt like an expensive luxury.

When a friend mentioned a work-study opening at DDD, it was that whisper of opportunity. That single choice, she says, “became the hinge that swung my life open.”

At DDD, Sheryl didn’t just earn her first steady income; she learned how to lead. “DDD didn’t hand me a certificate; they handed me responsibility,” she recalls. She mastered project management, communication, and how to turn a complex brief into a successful plan—skills that anchored her talent and expanded her sense of what was possible.

The impact was profound. As Sheryl grew professionally, so did her capacity to give back. She began paying the full school fees for her younger siblings—one of whom has since enrolled in university—a milestone that once felt unreachable. Her family’s standing in the community has shifted from one of struggle to one of respect, a testament of what determination can achieve.

Today, that ripple continues to spread. Sheryl actively mentors local youth, teaching them the basic computer and digital-literacy skills so they can find their own opportunities in the digital economy. “For me, this is more than giving back,” she says. “It’s paying forward the opportunity DDD gave me.”

Sheryl’s story captures the essence of DDD’s impact: when one life changes, entire communities rise.

# Office Highlights: People-driven Progress



Rooted in a quarter-century of pursuing progress, our DDD associates and staff continue to drive global transformation. Their unwavering commitment to our core values—**inclusivity, sustainability, and profitability**—paved the way for a year filled with innovation, business excellence, and hard-earned victories across three countries.



**Business Development Highlights:** DDD Cambodia leveraged the Language Dataset Collection initiative not only to deliver client value, but as a critical internal program to retain and upskill associates. Their strategic pivot ensured continued employment for teams transitioning from other projects, while equipping them with advanced skills in processing culturally relevant datasets for Large Language Models (LLM) and Automated Speech Recognition (ASR) in low-resource languages like Khmer.



**Staff Highlights:** The spirit of teamwork and work-life balance was celebrated through the annual Khmer New Year Celebration and festive Christmas and Halloween parties. The office also strengthened morale through its Quarterly and Annual Performance Recognition Program, honoring top-performing associates for their contributions. Awardees received both monetary and certificate recognitions, affirming the commitment, and dedication that has defined DDD for 25 years.



**Partnerships:** Reflecting our mission to support youth, DDD Cambodia initiated a powerful, skills-for-employment collaboration with Wing Bank in March 2025. Together, we created the “Young Winger Development Program (YWDP),” a dedicated pathway designed to equip 295 young Cambodians with the technical and soft skills needed to pursue meaningful careers in the banking sector.

## Cambodia

DDD Cambodia amplified its mission by making strategic investments in emerging technology solutions, team development, and community impact, readying itself for another year of digital transformation.

**524**

Current Employees



**2,527**

B.E.S.T. and Other Employability Program Trainees

**994**

Youth in Higher Education



**Business Development Highlights:** The Laos office demonstrated exceptional financial stewardship, achieving strong margin gains and client retention. Existing client revenues exceeded targets by around 25%, driven by sustained engagement in digitizing services. This strong retention, combined with a \$48,000 increase in gross margin, reflects disciplined cost control and operational excellence.



**Staff Highlights:** DDD Laos strengthened its talent pipeline through by investing in the Management Learning Program (MLP). The first cohort of 10 associates launched in January 2025, followed by a second cohort of 15 associates in May 2025. This focused leadership development effort has already yielded tangible results; two members of the inaugural cohort have been promoted. Additionally, the office implemented an extensive English Program that engaged 97 participants, with 82 completing the course.



**Partnerships:** DDD Laos partnered with the Lao Women with Disability Center (LDWC) to launch a one-year internship program that provides hands-on experience in technical support and computer training, underscoring DDD's dedication to fostering professional growth, expanding digital skills training and building an inclusive workplace where all talent can thrive.

## Laos

DDD Laos focused on disciplined operational efficiency and robust talent development, building a financially stable foundation that reflects the sustainability goals of our mission.

**232**

Current Employees



**558**

B.E.S.T. and Other Employability Program Trainees

**107**

Youth in Higher Education



**Business Development Highlights:** DDD Kenya showed its commitment to advancing African Natural Language Processing (NLP) by launching the African Languages Corpora Hub. In collaboration with the Livelihood Impact Fund, this initiative tackles the challenge of fragmented African speech datasets by implementing a scalable multilingual data collection method. Together, they're on track to create one of the largest validated African speech corpora by 2026, significantly enhancing the continent's AI and language technology ecosystem.



**Staff Highlights:** The DDD Kenya office strengthened its people-first culture through ongoing development and engagement initiatives. The HR Team led One-on-One Culture sessions with staff at all levels to reinforce alignment with DDD's core values. The office further supported employee well-being by launching a new Employee Break Room, offering a relaxed space to boost morale, connection and team cohesion.



**Partnerships:** DDD Kenya partnered with Shortlist Professionals Ltd. to strengthen the link between training and employment through the Career Connect Program. This collaboration provided career readiness workshops, interview coaching, and direct connections to verified employers. As a result, over 200 young people successfully transitioned into customer service, data management, and digital operations roles.

## Kenya

DDD Kenya positioned itself at the forefront of African language technology and reinforced its commitment to a people-first culture, driving both business growth and employee well-being as we work toward continued global leadership.

**289**

Current Employees



**387**

B.E.S.T. and Other Employability Program Trainees

**198**

Youth in Higher Education

# Ethical Governance That Drives Performance and Reduces Risk

Ethical governance gives clients confidence that DDD operates with integrity, manages risk responsibly, and protects sensitive data and assets.

At DDD, we operationalize through GDPR and ISO 27001 data-handling protocols, least-privilege role-based access controls, and ISO 9001 review and approval workflows. All associates and team members complete mandatory annual training in cybersecurity, anti-bribery practices, and responsible data use. These measures significantly reduce the risk of reputational, operational, or compliance failures that could disrupt client operations. Most importantly, they ensure that the work we deliver is consistently high-quality, transparent, and aligned with our clients' own standards and values.

## The Business Value for Clients

DDD's governance practices create clear business advantages for our clients. Our robust data privacy and cybersecurity controls safeguard sensitive client assets through encryption, secure data environments, and continuous monitoring. Consistent quality-assurance procedures and multi-layered review cycles ensure higher and more reliable accuracy across engagements. Anti-bribery and conflict-of-interest safeguards aligned with ISO 37001 promote ethical conduct throughout the organization, while formal escalation protocols, incident-response procedures, and regular internal audits reduce compliance exposure. Together, these mechanisms give clients confidence that their digital operations with DDD are reliable, secure, and resilient against disruption.

## Why Governance Matters

- » Builds client confidence in secure, ethical, high-quality delivery
- » Reduces reputational, operational, and compliance risk
- » Ensures work meets or exceeds client standards and industry best practices

## Business Value for Clients

- » Strong data privacy & cybersecurity (encryption, secure environments, monitoring)
- » Consistent accuracy through quality-assurance procedures and multi-layered reviews
- » Ethical operations based on ISO 37001
- » Formal escalation, incident-response, and internal audit processes

## How DDD Delivers Ethical Governance

- » GDPR & ISO 27001 data-handling protocols
- » Least-privilege role-based access controls
- » ISO 9001 review & approval workflows
- » Mandatory annual training: cybersecurity, anti-bribery, responsible data use

## Governance & Oversight Framework

- » OECD Principles, UN Global Compact, GDPR
- » ISO 27001, SOC 2, ISO 37001
- » Anti-bribery rules & conflict-of-interest safeguards
- » Whistleblowing channels
- » Corporate Risk register & CEO Scorecard
- » Active Board oversight

# Investing in People, Delivering Returns.

Our financial resilience is the foundation of our social impact. For 25 years, we have operated with a steadfast commitment to sustainable growth and responsible stewardship. The figures below don't just represent a healthy cash flow; they stand testament to the stable engine that will power the next quarter-century of transformation for youth and communities.



## Financial Highlights (FY2025)

This was a year of resilience and strategic adaptation. Despite industry challenges, we maintained profitability and disciplined cost controls. We successfully offset revenue losses and achieved growth across several key client accounts. Our prudent financial management allowed us to reacquire Liberty Source, a U.S.-based organization that shares our impact mission to support U.S. veterans, expanding our market presence and strengthening our long-term value proposition. Amid inflection points, our stability positions us to confidently pursue our future targets and continue driving meaningful impact.

### Total Earned Revenue

**\$10,302,000**

(Compared to \$10,209,000 in FY2024)

### Operating Profit (EBITDA)

**\$517,000**

(This profitability is essential for our long-term sustainability and allows us to reinvest in staff wellness, professional growth, and working conditions.)

### Future Outlook

Our financial performance in FY2025 positioned DDD for a decisive step forward. With a year-end cash position of \$6.7 million, we have successfully navigated sector volatility while investing in our team. Our commercial surplus of \$1.4 million is set to support operational and staff enhancements, while we successfully ringfenced \$1.65 million in philanthropic capital. These preserved funds are now dedicated entirely to our mission and strategic expansion.

## A 360° Return

Our business model is designed so that commercial operations stand on their own, allowing philanthropic investments to go directly to scaling our social impact. This creates a powerful, measurable return that transforms lives.

» **\$3,000:** The cost to support one participant through our entire four-year Work-Study Program. Graduates, on average, earn **\$77,000 more in over ten years** than peers earning the national minimum wage.

» **\$380:** The modest investment per participant in our Career Connect initiative. This past year, it enabled 360 unemployed youth to secure professional employment within six months.

» **\$1,000:** The average investment per person to support 359 of our own team members—from associates to managers—in micro-credential and management learning programs, nurturing leadership from within.



# Pursuing Partnerships and Progress

## Continued Growth in Business and Social Impact

As we mark DDD's 25th Anniversary, our focus shifts from celebrating our past to looking ahead to the future. We are proud to share the strategic vision and concrete goals that will accelerate our mission and growth in the coming year. While our mission remains steadfast—to create a future where everyone has the opportunity to thrive in the digital economy—our strategies for achieving it are always evolving.

As we look forward to 2026 and beyond, we are focused on five key areas of growth that will deepen our social impact, enhance the value we deliver to our customers, and ensure our financial strength for years to come.



### Financial Strength

By diversifying our funding streams and scaling our business models, we are building a more sustainable future. Our continued focus on delivering top-tier solutions and services to our clients enabled us to meet our profitability goals for the past year and positioned us to achieve our revenue and earnings targets in the years ahead.



### Customer Centricity

Our commitment to delivering true partnerships with our clients is the cornerstone of DDD's success. In the coming year, we will continue to collaborate closely with our clients to provide tailored, high-value solutions that anticipate their evolving needs. We are dedicated to forging deep, long-lasting relationships that support their success while advancing our mission.



### People

Our people are our greatest asset. DDD's unique culture is built on a foundation of continuous learning, collaboration, and a shared passion for making a difference. In 2026, we will deepen our investments in our teams by providing new opportunities for upskilling and professional growth, ensuring that our people are at the forefront of the digital economy. To support this priority, we've also expanded our Global Learning and Development Team to cultivate the next generation of leaders within DDD.



### AI Native

The future is AI native, and so are we. AI is already embedded at the core of DDD's work through our mainline services including data annotation, labeling, and computer vision. We also integrate AI into our day-to-day operations, enhancing how we support our clients and internal business functions. Across all offices, our teams continuously train and upskill staff to master these emerging technologies, solidifying DDD's position as a leader in emerging markets and an innovator in the digital economy.



### Expansion of Career Connect



Our **Career Connect program** is at the heart of our mission, and in 2026, we will accelerate its growth globally. In 2025, we celebrated exceptional regional outcomes, exceeding our goals for applications, enrollment, the number of graduates, and job placements. In Cambodia alone, we successfully enrolled 743 individuals and placed 509 into jobs, a testament to the program's effectiveness and the dedication of our regional teams.

Building on the success of our program in Cambodia, our goals for 2026 are ambitious: we aim to enroll 1,500 young Cambodians, graduate 1,350, and place 1,150 into meaningful employment. Meanwhile, our Kenya and Laos teams are scaling their operations with strategic focus. In Kenya, the team is prioritizing deep employer alignment, which has revealed a growing need for more role-specific skilling and specialized partnerships, particularly in high-demand fields like digital marketing and sales. In Laos, the program also shows significant potential amidst the country's ongoing economic challenges. Career Connect is providing an essential pathway to economic opportunity for youth.

To achieve our global goals, we will expand our outreach and partnerships, automate recruitment processes, and adapt our training programs to integrate more targeted, market aligned skills training that meets the evolving demands of the digital workplace. With a renewed focus on scale and efficiency, Career Connect will transform more lives than ever before, paving the way for a brighter, more prosperous future for an increasing number of young people.

As we mark 25 years of impact and innovation, we are entering our most exciting chapter yet. Our focused investment in our people, AI-native capabilities, customer-centricity, and the expansion of Career Connect will ensure that DDD continues to thrive while creating life-changing opportunities at an unprecedented scale. We look forward to building a better future—with and for our clients, partners, and the talented individuals who drive our mission every day.



### Executive Leadership

**Jeremy Hockenstein** - Co-founder & Chair  
**Sameer Raina** - Chief Executive Officer  
**James Vanreusel** - Chief Financial Officer

**Steve Larson** - Chief Operations Officer  
**Sopheap Im** - Chief Impact Officer

### Board of Directors

**Jeremy Hockenstein** - Chairman of the Board  
**Christina Fernandes-D'Souza** - Member  
**Clément Nouvel** - Member  
**Stefan Kappeler** - Member  
**Jaeson Rosenfeld** - Member  
**Kay Lot** - Member

**Anne Njuki** - Member  
**Robert Shultz** - Member  
**Sameer Raina** - Member  
**Jan-Maarten Mulder** - Member  
**Phloeun Prim** - Member



Changing How  
the World Works.

### Partner with DDD today

- For Business Referrals and Sales Inquiries:  
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- For Careers or Work-Study Program:  
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