



# *ACCELERATING DIGITAL HORIZONS*

ANNUAL REPORT 2022



# LETTER FROM THE CEO

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Dear DDD family and friends,

Looking back, I am reminded of how DDD's journey began because of the digital divide, a gap that rapidly widened with COVID-19. In the past year, the entire DDD community experienced the pandemic's enduring disruptions, small and large—from sudden lockdowns requiring an immediate shift to remote work and back, to rising inflation heightening the need for better livelihoods.

But the pandemic also brought out the best in DDD, and how we work across countries, economic situations, and backgrounds. Our achievements in 2022 reinforced the value of collaborative work across the US, Africa, and Southeast Asia.

Country offices ensured that DDD youth, staff, and their families stayed safe and well through steady employment. Our donors, clients, and friends helped us through financial, in-kind, and strategic support, ensuring that no one was left behind. Management led us in rebuilding revenue and exploring new ways of working, keeping DDD resilient and proactive in meeting client and community needs.

Above all, DDD youth created better futures for themselves while charting new paths in machine learning and other branches of Tech.

The impacts of our digital innovations do not stop with DDD. We have created a ripple effect throughout high-growth industries, creating successful digital solutions for Autonomous Vehicles, Agricultural Technology, Retail, Academia, and Cultural Heritage to revolutionize how the world works. For our efforts, DDD was named a winner of the 35th annual CIO100 Awards, recognizing our leadership in driving digital business growth and Tech innovation.

Moving forward, DDD will continue investing in better technology, toolsets, and talent to help clients achieve their mission and business goals while enabling hundreds of youth to develop their skills, create better careers, and achieve improved quality of life. On top of DDD's forte in content digitization, our new work in image and video annotation for Computer Vision, particularly for Autonomous Driving, is putting us at the forefront of the world's advancements in digital technologies.

DDD is where we are today because of every single member of our community. We are creating a shared, stronger future together as we forge the road ahead through digital and social innovation.



With sincerest thanks,  
**Jeremy Hockenstein**  
CEO and Co-Founder

# SOCIAL IMPACT MODEL

## RECRUITMENT

DDD partners with local secondary schools, colleges, and community organizations to recruit motivated youth.



## CAREER CONNECT

Youth improve employability through:

- Career Coaching
- Job-Skills Foundation Training
- Exposure to Employer Network and DDD Alumni Community



## ENTRY-LEVEL EMPLOYMENT

Youth access professional development and steady incomes



## WORK-STUDY PROGRAM

Youth participate in B.E.S.T. Training and gain access to:

- DDD Scholarships
- Higher Education
- Professional Development
- Work Experience
- Specialized Skills Program



## EMPLOYMENT AT DDD



## EXTERNAL JOB PLACEMENT



## GRADUATION FROM HIGHER EDUCATION INSTITUTIONS



## INTERNAL PROMOTION

# DDD

## DDD ALUMNI COMMUNITY

Youth join a lifelong DDD network to advance their careers and form meaningful connections



# IMPACT DATA SUMMARY

Total youth supported since inception

**9,692**

## 2022 by the Numbers

All Employments

**1,343**

1,171 (87%) Youth Employments

Youth in Education

**390**

106 (27%) University Graduates  
284 (73%) Current Enrollees

Work-Study Program

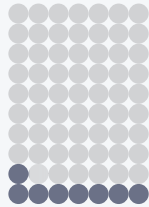
**173** Graduates

B.E.S.T. and other employability training for youth

**1,027** Students trained

## Average Annual Income of DDD Graduates (in USD \$)

\$806



Before DDD

\$2,862



Year 1 after DDD

\$6,991



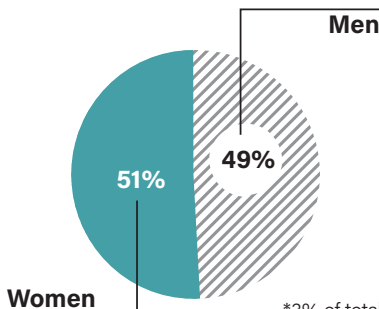
Current Salary

**767%**

Growth in Salary

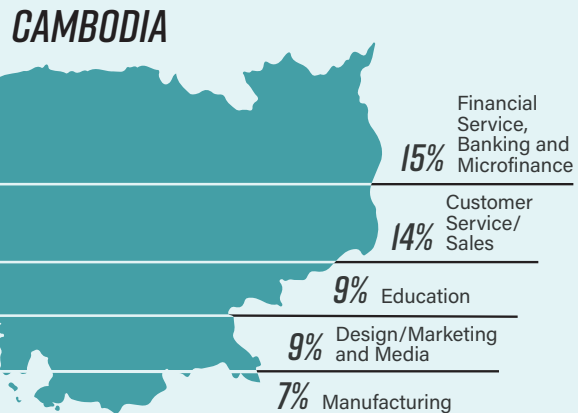
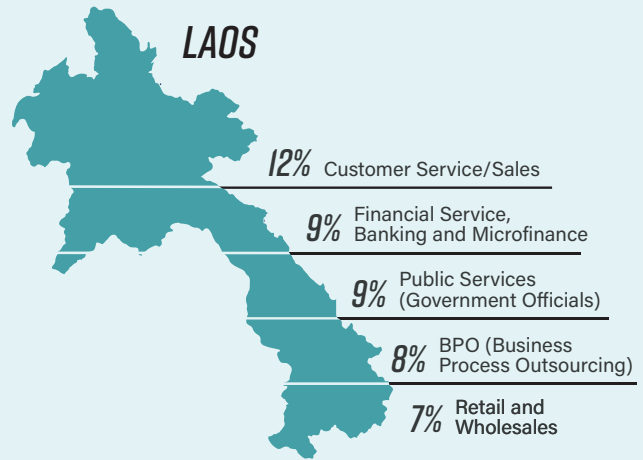
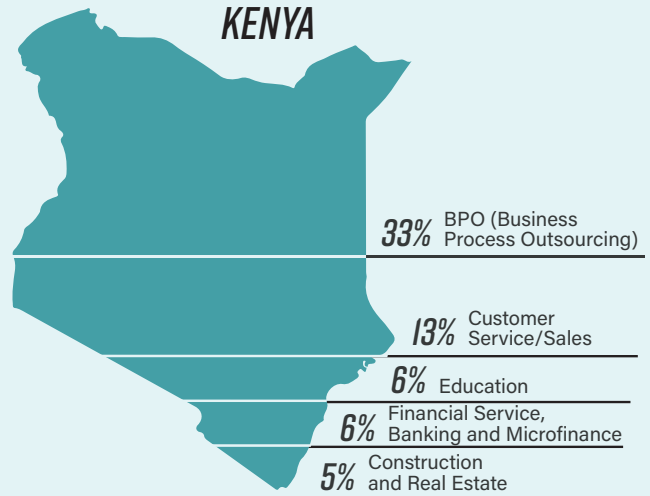
Average across the three DDD country locations

## Workplace Gender Equality



\*3% of total employees are PWDs

## Top Employment Industries for 2022 DDD Graduates



# IMPACT STORIES

From starting their DDD journeys as trainees, to becoming DDD Alumni navigating professional careers, youth drive toward their goals through DDD's impact programs. Work-Study Program participants build better futures for themselves and their families, creating lifetimes of opportunity for everyone in their communities. Here are some of their stories.



**ROTH**



**SIEVLEAP**



**RAKSA**



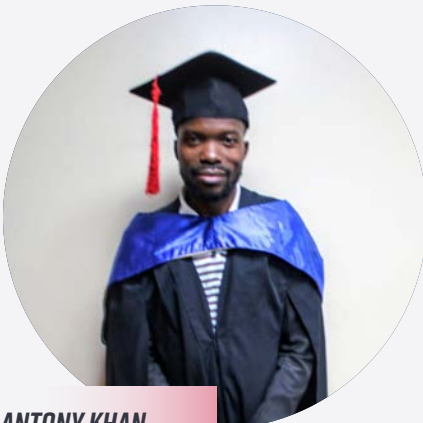
**PORJOURLAO**



**PHAI VANH**



**BOBBE**



**ANTHONY KHAN**



**GRACE**



**PETER OTINEO**

## IMPACT STORIES

WHERE ARE YOU FROM?	HOW DID YOU JOIN DDD?	WHAT IS YOUR PROUDEST MOMENT IN YOUR DDD JOURNEY?	WHERE ARE YOU HEADED?
<b>ROTH</b> , <i>IT Trainer, DDD Cambodia</i>			
<p>I'm originally from Kampong Thom province, where most people have big families and work as farmers. My family eventually moved to Tbong Khmum. They don't really earn much, though. My friend and I joined the monkhood in 2013. We learned a lot and got opportunities to study, but my friend only reached 7th or 8th grade because he couldn't afford school anymore. I left the monkhood in 2019 to attend university.</p>	<p>Earlier this year, I saw on Facebook that DDD has a free program called Career Connect, where I could learn basic computer, English for communication, and soft skills. I completed Career Connect training, then learned that DDD also needed new computer teachers. It was a great opportunity so I applied. Now, I'm one of the teachers.</p>	<p>I teach young DDD employees and non-DDD youth who have finished high school. Teaching and studying at the same time was hard work, but I learned how to better manage my time by preparing for my job well and practicing my assignments.</p>	<p>I want to be a lecturer in my family's province, Tbong Khmum. We're short of teachers there; a lot of people leave to work and study in Phnom Penh. I also want to have a library and coffee shop. I'd like to build a study club so I can teach students in my hometown.</p>
<b>SIEVLEAP</b> , <i>Associate, Machine Learning, DDD Cambodia</i>			
<p>My house in Kandal province is on the side of a river, which I have to cross to get to school. Studying English was very difficult because it's hard to find a good school that isn't too far from my house.</p>	<p>I had just graduated from high school when a friend showed me DDD's Facebook announcement about B.E.S.T. Training. I was scared at first. DDD was a new place and situation, but it became easier day by day. Everyone is friendly, open-minded, and helpful. Now, DDD is my second home.</p>	<p>When I joined DDD, I gained a lot of technical, English, and interpersonal skills. I also got to know my team better, and they always inspire me and give good advice on how to improve myself.</p>	<p>One day, I want to have my own business, and I want to create something new to give back to my community—perhaps a factory where people can get jobs.</p>
<b>RAKSA</b> , <i>Work-Study Alumna, Project Manager for Machine Learning, DDD Cambodia</i>			
<p>My hometown is in Kampong Cham province, but I later moved to Cheung Voat Village, in Tboung Khmum Province, where most people are farmers or fisherfolk. Life in Tboung Khmum is completely different from life in Phnom Penh. Many people face poverty and don't have enough education. We do have public schools, but they're not enough because we do not learn English nor receive scholarships.</p>	<p>I learned about DDD through a friend who used to work here. She said DDD had a lot of students. At the time, I hadn't started university and wanted to learn the soft and professional skills DDD offered.</p>	<p>I first joined DDD as a student in the B.E.S.T. Training program. DDD was recruiting B.E.S.T. graduates for a new, large-scale project then, so I joined as an Associate. That was my first job! After a year, I got promoted to supervisor, and eventually became a project manager at the young age of 20.</p> <p>I have more responsibilities now, and I get to leave my comfort zone and see the big picture of my role: helping students as they support themselves and their families. My proudest moment is when I got to work on a big project, gained trust from clients, and scaled our team of 60 to over 200.</p>	<p>My goal is to help DDD as much as I can, and eventually work abroad. Everyday, I get to work with different, amazing people, and I try my best to learn from them.</p>
<b>PORJOURLAO</b> , <i>Trainee, B.E.S.T. Program, DDD Laos</i>			
<p>I'm from Xieng Khouang province, home to the popular tourist destination, Plain of Jars. Many residents are merchants and miners, but I always dreamt of learning English and studying in the US.</p>	<p>I saw DDD on Facebook and had a relative who completed B.E.S.T. Training, so I applied. When I was a new participant, I was both afraid and excited, and I wanted to be a good student, practice, and learn more.</p>	<p>I never learned how to use the computer in school, but I can now type very quickly even though I just joined B.E.S.T. Training a month ago. I also gained English, professional, and life skills, more knowledge, and experience, and friends.</p>	<p>Because there are more Chinese companies in Laos now, I want to focus on improving my Chinese through my studies. But I still want to study in the US given the opportunity.</p>

WHERE ARE YOU FROM?	HOW DID YOU JOIN DDD?	WHAT IS YOUR PROUDEST MOMENT IN YOUR DDD JOURNEY?	WHERE ARE YOU HEADED?
<b>PHAIVANH</b> , Associate, Production Department, DDD Laos			
I am from Xieng Khouang province. Most people there are rice farmers, and some of my friends were not able to go to school.	My relative encouraged me to apply to DDD for self-development, and the chance to learn more and improve my employability skills. I was very lucky that DDD accepted me. When I first came here, I didn't even know how to turn on the computer!	It's very typical for girls from the province to come to Vientiane and struggle to find a job, but I gained the opportunity to learn through the B.E.S.T. Training Program. I learned that failing is okay—it's something that can help us learn more, and we have people to support us.	I want to improve my skills and support my family, and I eventually want to work in the social sector and help more people. Since I was a disadvantaged youth, I want to help other people learn, improve their lives, and gain better opportunities.
<b>BOBBE</b> , Alumnus, DDD Laos			
In my hometown of Don Yeang village, we often have floods and other natural disasters. When our farmers lose the rice harvest, they also lose their income, so many cross the borders to work in Thailand.	My friend suggested I join DDD, where I'd learn new job skills and get leadership training. I heard that DDD helped people who are poor, come from the province, and want to grow.	Because of my time in DDD, I learned how to adapt to new processes more quickly. This has helped me adjust to my new job. I can be a champion in my new role because I gained experience from DDD; no one else can do more than DDD Associates!	When I first started with DDD, my goal was simply to have a permanent job. Now, I've started my own business with my new family, and we enjoy raising fish and planting flowers together to sell in our store.
<b>ANTONY KHAN</b> , Associate, DDD Kenya			
I'm from Lucky Summer Ward in Nairobi. It's an urban area where most people own small businesses or work in public transport. My mom's a single mother, and she has had to take on several informal jobs. Since I was in primary school, I've held many leadership positions, but other youth aren't so fortunate. Many of my male friends are victims of gang violence, while many female friends have dropped out of school.	A former Associate referred me to DDD. They are a living DDD success story. I saw for myself exactly how DDD helps people get better livelihoods. With DDD's support, I graduated in July this year with a degree in journalism.	By working with DDD, I not only improved my quality of life through increased income, but I also picked up new skills that helped me learn more about the journalism industry. I have worked across diverse projects, including image tagging, picture digitization, and now, newspaper verification, that help me come out of my shell with the support of my teammates.	I want to manage a DDD project one day, and eventually establish my own, successful enterprise to support my family while serving in church. I am who I am because of my community's support. Now, I want to impact other people positively.
<b>GRACE</b> , Trainer, Social Impact Department, DDD Kenya			
I grew up in a rural part of Kakamega county, where most people raise livestock and harvest cash crops like beans, maize, and groundnuts. People in Kakamega face rising crime, domestic violence, and high levels of poverty. That's why I wanted to become a lawyer, and later, a medical practitioner—to help my community.	The grassroots NGO Shining Hope for Communities (SHOFCO) referred me to DDD. I was a SHOFCO employability training participant. DDD's support for youth's studies and employment, and the Associates' vibrance inspired me to join. Here, I found a new passion in teaching, and I'm developing my teaching skills now.	I started as an Associate, then transitioned into the Social Impact Department as a training intern, and now work full-time as a trainer. I love what I do because I learn everyday and learn from people of different professions.	I want to leave a legacy by serving my community. I started a group called Bora Mentors Pool in Kibera, where I now live, and I hope to grow it into a center where youth can connect with mentors, gain talent growth opportunities, and give back to their communities.
<b>PETER OTINEO</b> , Alumnus, DDD Kenya			
I'm from Busia County in the Western region of Kenya, where most people work as peasant farmers, but drought often hits our harvest.	A friend told me about DDD. I saw it as a great opportunity to pursue a university degree while securing my first job. My DDD experience was a rollercoaster of emotions, but what stood out was the excitement.	After gaining several skills at DDD, I transitioned into a new role in another company. I quickly got promoted because of how DDD trained me to produce effective results that impressed my directors. I am now financially independent, and I'm a more responsible young man.	I hope to be a homeowner in the near future, and I also look forward to giving back to society by starting a children's home.





DDD Cambodia's B.E.S.T. Training participants celebrate their graduation, marking a milestone in their dedication to self-development.

*OFFICE HIGHLIGHTS: DRIVING FORWARD TOGETHER*

## CAMBODIA

Driven by the team's commitment to personal and professional growth, DDD Cambodia built on our key strengths in client relationship-building and machine learning (ML) to achieve unmatched performance.



Revenue from our ML service line jumped 140% in FY2022 from the previous year. DDD Cambodia took a proactive approach and swiftly adapted to clients' new and evolving needs, like Autonomous Driving support.



Team satisfaction is high! In our engagement survey, 98% of DDD Cambodia team members shared that DDD is a fulfilling workplace.



25 staff received well-deserved promotions this year, highlighting team members' drive for professional growth that propelled DDD Cambodia's excellent performance this year.



DDD Cambodia is now ISO 27001:2013 and SOC2 Type 2-certified! With DDD Cambodia and DDD Laos aligning processes and sharing best practices, both offices secured these international accreditations for our information security management systems (ISMS), reinforcing our shared commitment to protect clients' and partners' data.



DDD Cambodia team members had their first face-to-face meet since COVID-19 began. We even went out-of-town for a team building activity. As we returned to in-person work, we unlocked new and deeper opportunities to learn, support, and bond.





The DDD Laos team reinforces supportive connections through an outdoor team building day.

## LAOS

Energized by our professional and business accomplishments, DDD Laos paid it forward by opening education and opportunities for even more youth.



DDD Laos hit 105% of revenue projections in FY2022 as we ramped up our content conversion service line and acquired new, large-scale clients like the World Health Organization, making exceptional global impact.



Always gaining momentum for self-improvement, over 300 DDD Laos employees went above and beyond to build their competencies through new training courses on leadership, public communications, ISMS and IT security, and personal well-being.



In the spirit of friendly competition, DDD Laos employees and trainees challenged one another in showcasing their skills through an English speaking contest. We even held an English singing contest, giving participants the stage to build their skills and confidence. DDD also awarded 63 top project performers for the first half of FY2022 as part of efforts to celebrate team members' hard-earned accomplishments.



Through all our successes this year, the team took time to give back to our communities. Collaborating with DDD Alumni and the Somhong Temple, DDD Laos organized a donation drive for primary school students across eight schools in Luang Prabang province. Donations included school uniforms, books and school supplies, and personal hygiene products.



DDD Kenya celebrates 11 years of mission-driven digital innovation.

## KENYA

DDD Kenya propelled growth by widening service lines and embracing the growing opportunity of ML. Through integrated efforts, our relationships with key accounts and with each other are stronger than ever.



DDD Kenya pursued exciting projects across industries like Music, Academia, Agricultural Technology (AgTech), and Retail. Making waves for clients, Associates blended their skills in ML and data analysis with their unique talents and interests.



Team safety first. DDD Kenya shifted to a 100% work-from-home setup following a new COVID-19 surge in mid-2022. We ensured thorough digital infrastructure access for all team members—providing work laptops, data bundles, and fiber connection—which powered the team to continue delivering top-notch client work. We also partnered with cellular providers to boost network connections that team members already had at home. Despite travel restrictions that prevented an in-person audit, DDD Kenya also retained our ISO 27001:2013 certification.



While we worked separately, DDD Kenya ensured that no one was left behind. We supported each employee with mental wellness and welfare programs; we also honored their personal and professional progress through rewards and recognition programs.



DDD Kenya's OPCARE\* ("My OPinion counts," "someone CAres about me," and "a culture for REcognition") went the extra mile to pay it forward this year, organizing a donation drive and volunteer activity at the Makadara Boys' Center.

\*An engagement forum that champions employees' voices and experiences. Since OPCARE's inception in 2017, DDD Kenya team members have contributed nearly Ksh900,000 (\$7,360) to support bereaved peers.



# **BOUNCING BACK, REENERGIZED AND DRIVEN**

DDD is back on the growth track after an uncertain start this fiscal year. With clients' operations and volume delivery sluggish in the first half of the year due to COVID-19, business picked up in the second half thanks largely to our expanded ML service lines. As we improved project implementation for current clients, we also contracted new clients looking for ML services. Energized by these developments, DDD hired and upskilled 700% more youth for our largest ML project to support growing operations.

Liberty Source's sale in September 2021 marked the second time that DDD spun out a social enterprise – another testament to the success of DDD's business model. The table below breaks down DDD's earned revenues (excluding Liberty Source) over the past two fiscal years:



<i>IN US\$ (1,000S)</i>	<i>FY2021</i>	<i>FY2022</i>	<i>YoY</i>
<b>ASIA</b>	<b>3,613</b>	<b>3,789</b>	<b>+5%</b>
<b>AFRICA</b>	<b>1,903</b>	<b>2,461</b>	<b>+29%</b>
<b>TOTAL</b>	<b>5,516</b>	<b>6,250</b>	<b>+13%</b>

ML and a last quarter push were instrumental in our 13% overall growth in revenue from FY2021. With the DDD team boosting productivity and efficiency, strengthening client relationships, and developing a focused project implementation program, margins improved to pre-pandemic levels by year-end.

Significant philanthropic support, together with proceeds from the sale of Liberty Source, were central to DDD's strong financial performance. We will carry our improvements and key initiatives to FY2023 and beyond as we uphold our mission to empower underserved youth through training and sustainable employment in Tech.



## INDUSTRY FEATURE

# SOCIAL IMPACT-POWERED AUTONOMOUS DRIVING

DDD's success in the revolutionary Autonomous Driving (AD) market is uniquely driven by social impact. Seeing AD's business potential and exponential growth, we offered clients deep domain and operations expertise in ML and Computer Vision training data. Through proficiency in object detection and tracking, light detection and ranging (LiDAR), and 3D and semantic segmentation, DDD is fulfilling AD's growing demand for data gathering while creating enhanced employment opportunities for youth.

"It's such an honor to be a part of this project. Working on it is on another level—it's working on the future. Having learned about the safety features of self-driving mode, I'm really excited just thinking about getting in an Autonomous Vehicle (AV) and driving around one day."

**Bunlong, Team Leader, AD Project**

AD Associates honed higher-level Tech skills, critical thinking, and proficiency in deep analysis—competencies integral to AD work that broadened their Tech career horizons. The AD project created over 400 new opportunities for DDD Cambodia Associates, 13 of whom were promoted to Supervisors within the year because of their exemplary work.

As AD demands wider and more complex engineering systems, we doubled down on Associate readiness and recruited project team members with higher qualifications in computer literacy, English, and business etiquette. Within two to three weeks, Associates completed specialized on-the-job



AD Associates hone higher-level Tech competencies to drive the future.

training to begin production work, map out landscapes, and build data that train algorithms and enhance AV performance. As a result, our mission-driven, dedicated teams delivered top-notch AD work in the past year.

"This project is a new experience for me. Since I joined this project, I have grown my knowledge on the new technologies of Autonomous Vehicles. It's been an awesome experience, and I'm grateful for the chance to work here."

**Visal, Team Leader, AD Project**

Through the AD project, we were also able to better steer our organization. To fulfill AD partners' adaptability and scalability requirements, we made processes more lean and secure, and tools more accurate.

Ultimately, DDD's venture into the AD industry contributed to efforts in improving safety, travel efficiency, sustainability, and support for drivers with limited mobility. As a key partner for companies advancing AD, DDD is proudly changing how the world works by elevating youth's skills and opportunities while creating digital solutions that drive the future.

## BENEFITS OF AUTONOMOUS VEHICLES

### INCREASED SAFETY

As the majority of traffic accidents are caused by human error, AVs offer a safer travel option by detecting and reacting to hazardous situations ahead of time.

### REDUCED TRAFFIC CONGESTION

AVs can be programmed to travel at consistent and predictable speeds to smooth out and optimize traffic flow.

### ENHANCED SUSTAINABILITY

AVs are at the forefront of electric vehicle development, reducing carbon emissions and environmental pollution.

### IMPROVED MOBILITY

AD offers a safe transportation option for individuals who cannot drive due to factors like disability and age.

# BOEING AND DDD: 14 YEARS OF FUELING IMPACT AND CHANGE

From helping Cambodian youth in 2009 to reinforcing Kenyan youth's B.E.S.T. training in 2022, Boeing has been DDD's integral partner in driving educational and employment opportunities in Africa and Asia. Together, we have supported over 10,000 youth who are now utilizing their skills to earn steady incomes as Tech employees, entrepreneurs, and leaders, and build better futures for themselves and their families.

Boeing's investment in 2022 came at an opportune time as Kenya faced soaring inflation due to the pandemic. Boeing's support made a 100% work-from-home setup and online training possible, and provided youth with basic necessities during COVID-19 lockdowns. These efforts ensured the continued development of our Associates' skills as they deliver exceptional Tech services to international clients with their safety and well-being protected.

The DDD-Boeing partnership continues to propel the growth of our core Work-Study Program in Kenya, paving the way for larger projects that sharpen Associates' personal and professional skills relevant to a tech-driven world shaped by the pandemic. We continuously adapt to the evolving technologies of machine learning (ML) and artificial intelligence (AI), and we have expanded our service lines to fulfill the growing demand. Kenya Associates are increasingly handling ML projects for sustainable AgTech companies. Through field data collection, program consulting, data preparation, and ML Operations support, DDD's ML tagging services have helped AgTech clients take their ideas all the way from conception to development and beyond.

**"The DDD Work-Study Program has enabled me to achieve my lifelong dream of becoming a professional teacher so I can impart knowledge to different age groups."**

**Pearl Mwange,  
DDD Kenya Associate**

We have taken our relationship with Boeing beyond grantmaking. DDD is now working with Boeing experts to deliver online tutorials on digital tools and techniques for Associates.

**"It is a core principle of Boeing to invest in the development and education of local talent and to support economic inclusion."**

**Kuljit Ghata-Aura,  
President of Boeing Middle East,  
Türkiye and Africa (META)**

Boeing's 14 years of support have been instrumental in enabling DDD youth to lift themselves and their families out of poverty. As we move towards a future of evolving technologies and innovations, with new projects and developments at DDD, we are more thrilled than ever to energize the DDD-Boeing partnership.

## 2022 DDD-BOEING IMPACT

**203**

Youth employed at DDD at the end of fiscal year

**200**

Youth completed B.E.S.T. Training

**135**

Youth completed other employability training, such as interview preparation, resume writing support, and guidance via career webinars

**117**

Youth secured jobs outside DDD

**18**

Youth graduated from university

**73**

DDD Associates currently pursuing higher education

# WHERE WE'RE HEADED

With the wave of new and exciting advancements in AI and ML, DDD is adapting both technologies to offer clients better and faster solutions. Together with our purpose-led community of DDD youth and clients, DDD is gearing up for the next 20 years packed with digital innovation.

## REVVING UP DDD'S ML CAPABILITIES

DDD is looking forward to driving some of the most exciting ML advancements globally. Through AVs, AgTech, Robotics, Computer Vision, and more, we are deepening relationships with hundreds of ML clients who consider DDD a key business partner that delivers exceptional outcomes.

One such client signed with DDD in 2022 for AD services, bumping up the number of full-time employees for the project by 700% because of our exceptional work, and subsequently raising ML revenue by 140%. Already, our client plans to extend and expand our partnership. To prepare for the ML boom, DDD will continue to equip ourselves with new technologies, facilities, and enhanced processes to fulfill clients' needs, hire domain experts to steer us in the right direction, and develop a more ML-savvy workforce.

## TUNING UP ASSOCIATE LEARNING AND DEVELOPMENT

With a rapidly growing network of clients, the global DDD training team will review, streamline, and improve the B.E.S.T. Training curriculum across all DDD locations to swiftly scale and strengthen our team. We will also roll out public graduation ceremonies for DDD graduates to celebrate this milestone and look forward to more growth.

In the year ahead, DDD will work to give Associates a clearer path for career development within DDD and beyond. We will introduce in FY2024 a new job architecture, with concrete milestones for experience, knowledge, and skills at each DDD job level. We are also expanding the Alumni Community platform to connect DDD training graduates and recruitment partners, creating even more opportunities for mentorship, job placement, and career development.

With the DDD community in the driver's seat, we are moving toward a future of long-term digital innovation and upward social mobility.

The DDD community comes together to advance Associate learning and development while leveling up production.





## EXECUTIVE LEADERSHIP

Jeremy Hockenstein, *Co-Founder & CEO*  
 Sameer Raina, *President*  
 Jan-Maarten Mulder, *Chief Financial Officer*  
 Steve Larson, *Chief Operating Officer*  
 Sopheap Im, *Chief Impact Officer*

## BUSINESS LEADERSHIP

Asit Dubey, *Executive Vice President, Business Operations*  
 Phabphada Dokbouathon, *Vice President of Operations, Laos*  
 Alexis Lecoq, *Director of Operations, Cambodia*  
 Alex Gichuru, *Vice President of Operations, Kenya*  
 Mohan Ram Rajasekaran, *Global Head of Business Excellence*  
 Sammy Muchane, *Global Head of IT and Security*  
 Isaiah Jackson, *Global Head of Marketing & Demand Generation*

## BOARD OF DIRECTORS

Divyata Ashiya  
 Jeremy Hockenstein  
 Alex Jaimes

Stefan Kappeler  
 Kay Lot  
 Kevin Miller

Jan-Maarten Mulder  
 Anne Njuki  
 Sameer Raina

John Roome  
 Jaeson Rosenfeld  
 Robert Schultz

## CLIENTS AND PARTNERS



BIG BANG PHILANTHROPY



Commitment to Excellence




Bettering lives tomorrow, today.



**CONNECT WITH US AND SHARE WHAT WE DO WITH  
YOUR FRIENDS AND COLLEAGUES.**

 digitaldividedata

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[www.digitaldividedata.com](http://www.digitaldividedata.com)

