Building Connections to Brighter Futures

Digital Divide Data

2024 Annual Report

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From the DDD Leadership

"DDD has achieved much in over 20 years of opening up access to education and employment opportunities for youth, and there is still more that can be done."

Dear DDD Stakeholders,

For this year's annual report, we want to celebrate the milestones made possible by the dedication and expertise of our team while highlighting the connections that have enabled us to better serve our clients, employees, stakeholders, and supporters. DDD has accomplished much in creating a world of opportunity, and we can go even further to realize our mission of transforming lives through sustainable training and employment. We are grateful for your continued partnership, and optimistic about the change that we can achieve together.

Our renewed focus on looking inward and strengthening DDD's culture has emboldened DDD employees across our offices, fostering a desire for success reflected in the high quality of our services. We continue to provide data conversion services while exploring fruitful ventures into the growing fields of Machine Learning (ML) and Artificial Intelligence (AI) that have helped us exceed our projected profitability goals for 2024.

We are also looking into creating enhanced customer journeys to build stronger, long-lasting connections with our clients. DDD continues to surge forward as we work to address the emerging needs within our digital landscape.

Our belief in investing in people has resulted in a successful year for DDD, allowing us to meet both our impact and profitability goals. We are committed to fostering our greatest asset - the people that make up DDD. In the coming year we plan to extend this commitment to our collaborators. We will build new partnerships, and strengthen existing ones all to realize our goal of achieving sustainable, inclusive, and profitable impact.

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In addition to providing training programs to ensure the technological proficiency of our team and the quality of our services, we will reach out to local organizations that can support us in doing ground-level work and transforming lives at the individual and community levels.

DDD has achieved much in over 20 years of opening up youth access to education and employment opportunities. And there is still more that can be done. This year alone has shown us what we are capable of together, from Aviation Employability Training in Kenya, to providing lessons and school supplies to children in Cambodia, and working with alumni to raise funds to fight cancer in Laos. Through collaboration, we have transformed lives in more ways than before. Your support and belief in our work push us to take the lead in technological innovation, as well as social and economic impact.

Reflecting on 2024, we are truly grateful for your support. It has shown us the countless opportunities that collaboration can create. Thank you for taking on this mission with us. We are thrilled to be your partner in driving dreams and fostering brighter futures for young people.

Our connections will help bridge the digital divide and create a more inclusive and equitable world.

Sincerely,

Sameer Raina
Chief Executive Officer

Jeremy Hockenstein
Chairman of the Board

Sopheap Im
Chief People Officer

Dream, Drive, Deliver: Transforming Lives in the Digital World

Digital Divide Data is empowering lives and making a difference around the world through sustainable education and training programs. We are on a mission to provide a path toward a lifetime of opportunity for underserved youth.

For more than 20 years, DDD has been equipping over 12,000 young men and women from Cambodia, Kenya, and Laos with the skills and experiences that will break the cycle of poverty and enable their personal and professional growth. As a result, we have significantly contributed to strengthen the human resources capacity in each of these countries. Our pioneering Impact Sourcing model empowers future innovators and leaders in the tech industry, and delivers high-quality data preparation services.

WHAT WE DO

DDD'S SOLUTIONS FOR KEY INDUSTRIES

As a trusted digital transformation partner to many organizations, DDD offers a wide range of services that empower businesses through a range of technological services.

Generative AI

Computer Vision

Natural Language Processing

Data and Content Services

IMPACT SOURCING

A global movement that began with DDD, Impact Sourcing encourages businesses to procure products and avail of services from organizations that create positive economic and social impact.

Work-Study Program

Young Professional Employment

Career Connect

AMPLIFYING GROWTH

DDD has been cultivating partnerships with various organizations and institutions to amplify our vision for growth: empowering youth development through education and employment. Among our partners for this mission are the Ministry of Education of the Royal Government of Cambodia, international NGOs, and global and local businesses such as ABA Bank.

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 recognized for being one of the best in creating opportunities for sustainable income, long-term career growth, and skills development for underserved youths.

Quality Education

Our Work-Study Program equips students and trainees with sought after skills within the tech space. We also offer scholarships and loans to employees, enabling them to pursue higher levels of education.

Gender Equality

Our goal is to provide tech and employability skills and adequate income to underserved communities, men and women alike. We strive for gender equality in the workplace and are proud that over 48% of the DDD workforce are women.

Decent Work and Economic Growth

DDD provides living wage jobs, plus offers training in English Language, time management, and life skills to build our trainee's success. Our model strengthens the human resources in countries we work in, establishing a foundation for long-term economic growth.

Reduced Inequalities

Our impact sourcing model has resulted in an 8x growth in annual income for DDD graduates compared to the average income in Cambodia and Laos, helping close the gap between underserved youth and peers with more resources at their disposal.

Social Impact Model

RECRUITMENT

DDD recruits undergo 8-10 weeks of digital and soft skills training to address the job-skills mismatch

CAREER CONNECT

Youth and employers mutually benefit through:

- Access to DDD's Online Alumni Network
- Career Coaching
- Job placement support and recruitment services
- Technology and soft-skills training

YOUNG PROFESSIONAL EMPLOYMENT

Youth gain access to professional development and steady incomes.

WORK-STUDY PROGRAM

Young adults are employed at DDD, using their technology and English skills, earning a decent wage, and continuing their education. Many receive a scholarship to attend university while they work.

EMPLOYMENT AT DDD

External Job Placement

Graduation from Higher Education Institutions

Internal Promotion

DDD ALUMNI COMMUNITY

Youth join a lifelong DDD network, gaining access to connections with potential employees, free workshops, and mentoring programs.

2024 by the numbers

12,472 youth served since inception

1,585 youth employed

- Cambodia: 887
- Kenya: 428
- Laos: 270

786 youth in education
(University Graduates, Current Enrollees)

- Cambodia: 577
- Kenya: 71
- Laos: 138

577 current enrollees

137 Work-Study Program graduates

1,064 students trained in B.E.S.T. and other employability training

- Cambodia: 606
- Kenya: 217
- Laos: 241

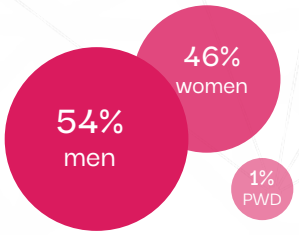
8x Salary growth post-DDD

New DDD graduates:
3x> minimum wage

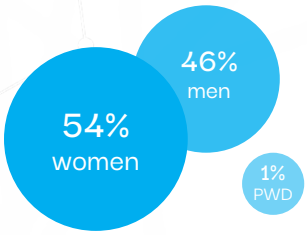
Total Earned in 10 Years Post-DDD:
$77,000> minimum wage

Inclusivity in the Workplace

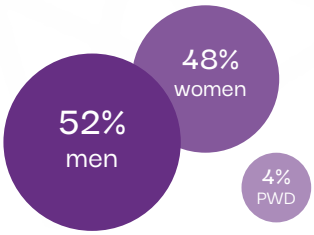
Cambodia



Kenya



Laos



Top Employment Industries for 2024 DDD Graduates

Cambodia

Banking and Microfinance: 15.3%
Education: 10.76%
Customer Service/Sales: 10.76%
Public Services
(Government Officials): 10.48%
Manufacturing: 10.2%

Kenya

BPO
(Business Process Outsourcing): 40.63%
Research and Data Collections: 14.58%
Education: 8.33%
Banking and Microfinance: 7.29%
Health Care: 7.29%

Laos

Customer Service/Sales: 13.98%
Public Services
(Government Officials): 12.63%
Retails: 9.95%
Hospitality
(Restaurant, Hotel, Tourism): 9.41%
Banking and Microfinance: 7.8%

Industries Served FY 2024

Cambodia

- Education
- Machine Learning
- Publishing

Kenya

- Education
- Technology
- Transport
- Customer Service
- Agriculture
- Banking & Finance
- Freelancing
- Service

Laos

- Sport Analytics
- Research center
- Education and Institutions
- Publishing

Local Partnerships Formed FY 2024

Cambodia

- KOFI Co., LTD
- HRINC (Cambodia) Co., LTD
- HRF Human Resource First Consulting Co., Ltd
- AGB CONSULTING Co., Ltd
- Sala Tech Digital Solutions (Cambodia) Co., Ltd

Kenya

- Stitch For Life
- Ushirika School (Kibra)

Laos

- Souksavath Economics Management Institute

Beyond Measure: Narratives of Growth and Transformation

A mission to transform.

This has always been our core at DDD. Over the years, our social impact model has supported the transformation of lives among youth and other marginalized people towards success. Learn more of this journey from Moses, Sokheng, and Yai who are charting their way to growth, stability, and success.

Sokheng Lim

Position: Collection Officer at Active People's Microfinance

Location: Cambodia

Time with DDD: 3 months (May - August 2024, DDD Career Connect Program)

"The [Career Connect] program transformed me from a hesitant job seeker into a confident candidate for more opportunities."

Growing up with a disability, Sokheng Lim has always thought that his condition would be a hindrance to his growth. He has always been aware that the stigma surrounding his disability is a huge roadblock to gaining meaningful employment – facing numerous job applications denied after another. Despite this sad reality, his desire to grow pushed him to join DDD's Career Connect Program.

According to Sokheng, the program "transformed [him] from a hesitant job seeker into a confident candidate for more opportunities." The computer and soft skills training unlocked Sokheng's potential to transact, communicate, and manage even further. More than that, it linked him to firms that fostered inclusion in their employment. Now a collection officer for a local microfinancing firm in Cambodia, he credits the Career Connect Program for the stability and inclusion it led him to.

With renewed confidence, he looks forward to advancing further. He dreams of getting an advanced degree, continuing to support his family, and contributing positively to his community. But more than anything, he wants to be a beacon of hope, proving that with determination, hard work, and the right support, anyone can overcome challenges and achieve their dreams.

"DDD helped me grow beyond what I know and [are] familiar with, helping me build the confidence to navigate the real world."

Moses Kyalo

Position: Associate

Location: Kenya

Time with DDD: 3 Months

Moses Kyalo found the B.E.S.T. Employability in Aviation Training valuable and insightful, despite already being exposed to the field of Natural Language Processing (NLP) and data annotation.

DDD's mission to 'transform lives' resonated with Moses and he entered the program driven by his deep passion for continuous learning. His goal was to unlock more opportunities in the world of computer science and NLP. Though challenging at first, Moses received next-level know-how during the program, opening up opportunities to work with cutting-edge technologies, especially in the fields of machine learning and cybersecurity.

With his dedication and adaptability, Moses transitioned from being a trainee to an associate with DDD. He credits the Employability in Aviation Training's blend of technical and soft skills for the career growth he has experienced. Now, Moses is working on complex projects within DDD where he tackles image mapping, LIDAR mapping, and segmentation.

For Moses, going through B.E.S.T. is beyond learning; it is also about personal growth. "DDD helped me grow beyond what I know and [are] familiar with, helping me build the confidence to navigate the real world," he shares. Through DDD, Moses has become more than he was yesterday, continuously evolving and striving to be at the forefront of innovation.

Yai Boutsabar

Position: Project Manager

Location: Laos

Time with DDD: 10 Years

"Working with DDD gives me opportunities to develop my skills and knowledge to become a better me each year."

Yai Boutsabar's journey began in Sekong province, Laos, where her ambition brought her to the Lao capital, Vientiane, for university. In 2013, she secured a scholarship in Social Work, and joined DDD the year after–in what she touts as a transformative moment. Encouraged by a classmate, Yai joined DDD's Work-Study Program, catalyzing her professional growth.

For Yai, "growth" is to transform to a stronger, more mature individual, which is what she exemplified at DDD. Starting out as an associate, Yai's dedication propelled her through various roles–senior associate, supervisor, project coordinator, and now, project manager. Each position deepened her skills and leadership abilities, aided by DDD's robust training programs such as the Valar Leadership Accelerator for new managers.

This journey not only provided financial stability but also shaped her into a confident leader. "Working with DDD gives me opportunities to develop my skills and knowledge to become a better me each year," Yai shares. As a mother, she strives to be a positive role model for her daughter, by working to ensure that her daughter has access to quality education and opportunities. Yai's story is that of grit and determination – relentless in the pursuit of further growth.

Office Highlights: People-driven Progress

Supported by a desire for success and the spirit of collaboration, all DDD associates and staff continue to work towards a more fruitful 2025. Their commitment to DDD's culture of inclusivity, sustainability, and profitability paved the way for a year filled with celebrating their hard-earned victories and achievements.

Connections that Cross Borders

Eric Badi, a project manager from the Kenya office, joined the DDD Laos team to complete a Cross-Training program from Newspapers.com, reflecting DDD's commitment to international connections. Eric trained a fellow project manager from the Laos office in management skills and supported the team to ensure that the transition happened smoothly. Throughout the program, both offices were able to share their best working practices and learned a lot from each other's culture.

Cambodia

755 employees

606 B.E.S.T. and other employability program trainees

577 youth in higher education

DDD Cambodia built partnerships with local organizations and businesses to amplify the impact of our Career Connect program and further support the education of Cambodian youth.

Business Development Highlights: DDD Cambodia made another huge push towards innovation in Machine Learning this year. The team successfully piloted another Machine Learning mobility account, utilizing skills gained through ML training to support DDD clients in navigating a broad range of transportation challenges.

Trainee Highlights: DDD Cambodia successfully launched a 2.5-year Associate Learning Program which provides 200 associates with the knowledge, skills, and experience to excel in their current roles while preparing them for future leadership positions.

Staff Highlights: DDD Cambodia held multiple events including Khmer New Year Celebrations, a Sports Day, and Christmas and Halloween parties resulting in improved staff satisfaction and camaraderie. They also hosted Alumni Connect, an event that gathered former employees and encouraged support for the DDD alumni community.

Partnerships: In collaboration with the Solidarity Association for Education, DDD Cambodia organized an event to provide valuable career insights to secondary and high school students. They also partnered with HRF Consulting Co. to directly connect Cambodian youth to jobs through the Career Connect program.

Recognitions and Achievements: DDD Cambodia earned the following certifications after an impact-filled 2024

- TISAX Security Certification
- ISO/SOC2_2024 certification

Kenya

336 employees

217 B.E.S.T. and other employability program trainees

71 youth in higher education

DDD Kenya continues to take exciting strides in innovation with Generative AI, equipping staff with cutting-edge skills and knowledge to stay at the forefront of the ever-evolving tech landscape.

Business Development Highlights: DDD Kenya staff began production for its first Generative AI project for the gaming industry. The project aims to create more dynamic non-player characters (NPCs) for realistic and unique dialogues and player interactions.

Trainee Highlights: DDD Kenya consistently produced at least 20 graduates every 6 weeks throughout the year, on top of onboarding over 50 associates onto new projects. Due to the increase in clients and a healthy project pipeline, the 6th floor of the DDD Kenya office was reopened to train new B.E.S.T. program graduates for their assignments.

Staff Highlights: 16 associates from DDD Kenya joined the Hugging Face Hackathon where they developed their Python skills and built a Generative AI model. DDD Kenya leadership also came together for an FY25 kick-off meeting to align goals for next year and identify key initiatives for achieving them.

Partnerships: DDD Kenya worked with Boeing to initiate the Employability in Aviation program, providing Kenyan youth with vital skills and connections to work in the aviation industry. A Learning and Development program was also started with Shortlist, creating pathways for Kenyan youth to access digital work opportunities.

Recognitions and Achievements: DDD Kenya showcased internal growth and professional excellence by promoting two employees who started as Work-Study Program graduates.

Laos

246 employees

241 B.E.S.T. and other employability program trainees

138 youth in higher education

DDD Laos doubled its efforts in engaging and upskilling its staff through workshops and training sessions, resulting in high-quality client services leading to excellent financial results.

Business Development Highlights: DDD Laos celebrated a significant 25% growth in Machine Learning (ML) services compared to the previous year. They also received and completed several new ML projects, expanding their staff's skills in that particular service.

Trainee Highlights: This year, 173 Laotian students graduated from the B.E.S.T. program, and 51 students finished the English class. There were also several technology training programs conducted, such as G-suite for staff and associates, Canva for DDD alumni, and Microsoft Excel for students outside of DDD.

Staff Highlights: DDD Laos held workshops and training sessions including mindset training, problem-solving methodologies, and technological skills training on the v7 platform. Laotian staff also celebrated DDD Laos' 20th anniversary, with DDD leaders and founders in attendance.

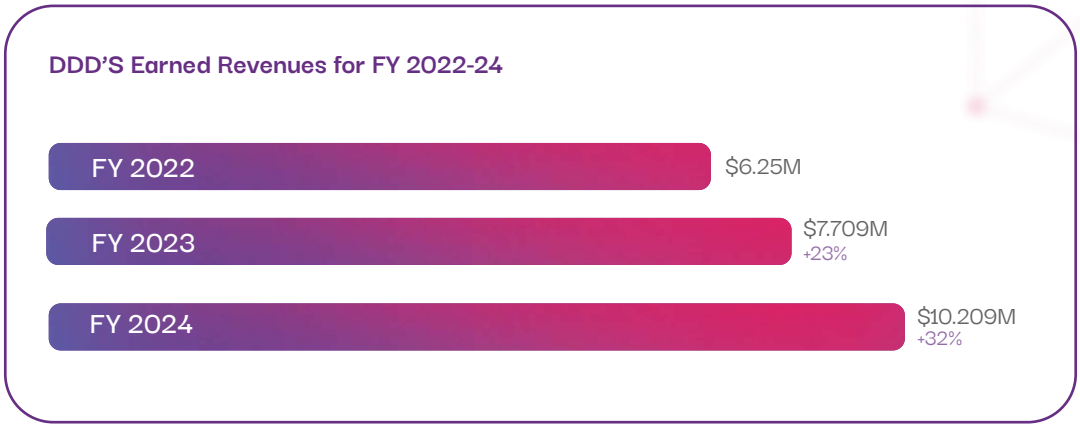
Partnerships: DDD Laos collaborated with ANZ Lao Bank to teach financial management skills to 70 DDD employees through the Moneyminded Financial Literacy Program. Laos staff also worked with the E-talk club to improve employees' English speaking skills.

Recognitions and Achievements: DDD Laos recognized the hard work and dedication of employees through awards, learning and development opportunities, and recognition of their efforts through challenges.

Accelerated Growth, Amplified Impact: Sustaining Our Trajectory

DDD accelerated growth in FY2024, fueled by contributions from long-standing clients. This marks the third consecutive year of revenue gains since FY2021. Revenue for FY2024 reached $10.2 million, surpassing the budgeted $9.1 million and reflecting a 32% increase over the previous year. The primary growth driver was the expansion of advanced tech businesses in Asia, particularly in Machine Learning (ML). This consistent progress establishes a robust foundation for further market expansion and the onboarding of new clients in both established and emerging service lines.

FY2024 also marked DDD's first year of achieving positive operating profit (EBITDA), totaling $350,500. This milestone was driven by a focus on optimizing operational efficiency and enhancing working capital management. In line with expectations, DDD maintained total donations at $1.5 million. The company's financial health remains strong, with a robust cash position and no outstanding debt.



Fueled by this progress, DDD continued its efforts to support and develop young talent, with the total number of youth served rising to 12,472 since the organization's inception. We also continue to champion youth employment, with 1,348 youth working at DDD this year.

A significant highlight of the year was the accelerated growth in our ML services, particularly within the Autonomous Driving sector. This segment alone generated $4.25 million in revenue, with notable contributions from our highly skilled teams based in Cambodia and Kenya. As DDD continues to deepen its expertise in ML and invests in the training and development of our Associates, we are successfully retaining long-term partnerships while attracting new clients seeking innovative ML solutions.

In the face of increasing competition in the tech space, DDD's focus on enhancing efficiency, driving innovation and strengthening client partnerships has ensured consistent growth. The increase in client revenues, paired with ongoing philanthropic support, has been instrumental in both our financial success and our ability to expand youth employment opportunities.

Looking ahead to FY2025 and beyond, DDD remains dedicated to growing its key programs and furthering its mission of using technology to unlock opportunities for underserved youth across the globe.

What's Ahead?
The Road to Inclusive, Sustainable, Profitable Growth

For 2025, DDD plans to uphold the growth of our impact and business through three key pillars - Sustainability, Inclusivity, and Profitability.

Sustainable means growing every year and making investments that result in growth being a conscious decision. We focus on building an organizational culture and a team that supports this growth.

Inclusive means growth should benefit all stakeholders. It should create more employment opportunities for youth, and enable our employees to advance their careers and earn more. Growth looks like providing more innovative solutions to our customers and creating more financial value for our shareholders.

Profitable means we make prudent and pragmatic decisions as a business, leading to profitable outcomes for DDD. Being profitable permits us to aim for bolder impact goals and outcomes and gives us control over our future.

We have continued to foster a culture that aims to support this trajectory by encouraging employees across our offices to pursue success and practice excellence in all aspects of their work. In doing so, DDD associates are equipped with long-term employment skills and knowledge that allow them to embody DDD's mission of transforming lives around the world.

DDD's Culture

In 2023, DDD leadership focused on building clarity and alignment on DDD's purpose, culture, values, and future direction. In 2024, we have built the foundations for a growth-oriented culture based on the principles of inclusivity and sustainability, updating our Core Values to reflect the following:

For 2025, we plan to build on the strength of our culture and channel our team's shared drive for success into amplifying our social impact and creating better user experiences for DDD customers across the globe.

Expanding Social Impact

DDD remains committed to helping promising youth overcome economic challenges and underemployment in the digital age, by equipping them with the skills, knowledge, and employment opportunities they need for successful careers. In the coming year, we will achieve this goal by:

- Creating a dedicated Learning & Development program that supports employees through personalized learning, career development, and structured leadership initiatives to support business growth.
- Enhancing the existing B.E.S.T. training curriculum to better support DDD's growth.
- Strengthen current associate learning and certification programs to create a stronger talent pipeline within DDD.
- Increasing the number of Career Connect graduates by double the current amount.

Furthermore, we aim to create greater social and economic impact by building and fostering local partnerships with organizations that will help DDD reach more underserved youth from Kenya, Cambodia, and Laos. For 2025, we aim to connect with:

- Employment partners who can connect Work Study and Career Connect graduates to promising job opportunities.
- Learning & Development partners who can support the professional growth of DDD employees across our offices.
- Local universities and educational institutions that can set up practical job readiness workshops for graduating students.

Customer Focus

In the coming year, we plan to enhance the existing customer journey within DDD. We will create stronger connections and more memorable moments for clients by providing additional value through our services

These improvements include offering additional after-service support through onboarding sessions and IT support and providing more information through video conferences and our website. Through these initiatives, we will keep customers well-informed and make them feel valued at every step, helping us foster long-term relationships that contribute to DDD's greater social impact.

Our Growth Roadmap

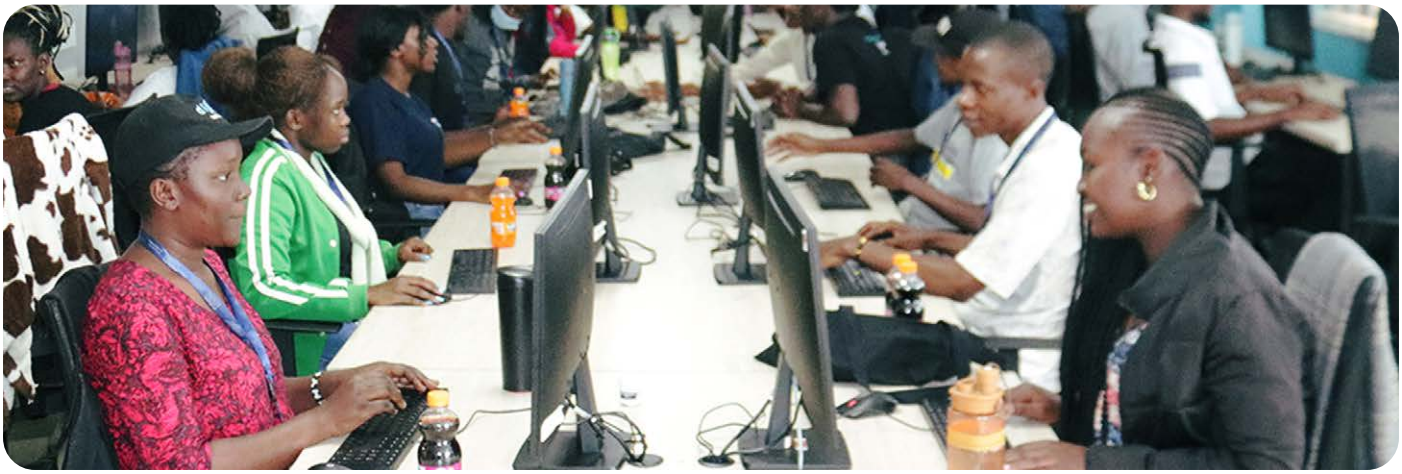
This year we reviewed DDD's progress and defined a clear path toward a brighter future for us, our stakeholders, and DDD youth. We have planned out DDD's future and identified three key steps to take:

- Set an aspirational mindset and culture
- Activate multiple growth pathways
- Execute with excellence

To realize the bright future and growth that we envision, DDD will continue to expand our influence in the high-potential markets of Generative AI and Machine Learning. Our Kenya, Cambodia, and Laos offices are aggressively initiating programs and activities that upskill staff and associates for these fields, maintaining DDD's role as an industry leader and innovator.

Profitability Goals

DDD has successfully met our projected profitability goal for 2024 by continuing to provide top-notch solutions and services for our clients. We aim to continue to meet our growth targets by broadening our horizons into emerging markets such as Generative AI and Machine Learning while utilizing technology to improve efficiency across our operations.



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 People Officer

Board of Directors

Jeremy Hockenstein - Chairman of the Board
Divyata Ashiya - Board Member
Clément Nouvel - Board Member
Stefan Kappeler - Board Member
Jaeson Rosenfeld - Board Member
Kay Lot - Board Member
Anne Njuki - Board Member
Robert Shultz - Board Member
Sameer Raina - Board Member
Jan-Maarten Mulder - Board Member
Phloeun Prim - Board Member

Transformative Partnerships

DDD has always been a champion of meaningful collaborations. Over the years, we have partnered with various organizations to support our sustainable training programs, reach a wider audience, and make tangible and transformative impacts on the ground. This year, we highlight our partnership with analysts from Goldman Sachs for the 2024 Goldman Sachs Gives Analyst Impact Fund competition.

The Goldman Sachs Gives Analyst Impact Fund provides Goldman Sachs analysts an opportunity to collaborate with their peers across the globe to pitch nonprofits of their choice, enabling them to make a tangible impact in communities around the world. In partnership with DDD, the analysts successfully secured a grant from Goldman Sachs Gives to support a project that seeks to extend our shared impact for youth empowerment in Cambodia, Laos and Kenya through scholarships and specialized training. With the pitch securing a spot in the competitive prize, we are confident that it will strengthen our collaboration with Goldman Sachs through new educational opportunities for DDD employees and trainees.

We look forward to cultivating our partnership with Goldman Sachs, and pursuing more collaborations to realize a shared vision for growth beyond measure. We also express our gratitude to the rest of our partners who continue to share our passion of transforming lives and changing how the world works.

Changing How
the World Works.

Partner with DDD today

- For Impact or Donations:
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- For Business Referrals and Sales Inquiries
  sales@digitaldividedata.com
- For Marketing, PR, or Investor Relations:
  ddd@digitaldividedata.com
- For Careers or Work-Study Program:
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