

N nomi
network

2025



Annual
Report

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Letter from the President and the Board of Directors

Dear Nomi Network partners,

As we reflect on 2025, one truth is increasingly clear: the fight against human trafficking cannot only be fought in courtrooms; it must also be advanced by expanding access to safe economic opportunities that reduce vulnerability in the first place. This year deepened our conviction that economic stability is a critical pathway to lasting freedom. When women and girls have access to safe, sustainable income and the agency to make decisions for themselves and their families, they are less likely to be trafficked.

For too long, much of the global response to human trafficking has focused on the “after”—rescue and immediate crisis response. While essential, these efforts alone do not address why human trafficking happens in the first place. At Nomi Network, we remain focused on addressing economic agency, expanding access to safe economic opportunities for women and girls who are most vulnerable to human trafficking.

By creating pathways to safe and sustainable employment for women at risk and survivors of trafficking, we are working to reduce the conditions that traffickers exploit.

A year of deepening impact

In 2025, we expanded to over 42 sites across Cambodia, India, and the United States. We are seeing deeper, more sustained impact: women stepping into leadership as mentors, staff, and changemakers within their communities.

- **Career Integration:** We placed a record number of women into high-growth industries, supporting transitions into careers with long-term potential.
- **Household Stability:** In regions like Bihar and Jharkhand, India, women increased household income, strengthening economic resilience for their families.

- **Resilience in Action:** During the Cambodia-Thailand border conflict, our teams provided immediate support and helped women rebuild disrupted livelihoods. We are grateful to those who contributed to our crisis response.
- **U.S. Workforce Systems:** Our Dallas and Houston pilot programs identified and addressed gaps between trauma-informed workforce development and employer needs, strengthening our role within the broader workforce ecosystem.

The path forward: opportunity as prevention

Nomi Network was named after a young survivor in Cambodia and the small group of people who chose to walk alongside her. What began as a commitment to one has grown into a global network for thousands of women and girls building their futures.

Looking ahead to 2026, we remain focused on deepening impact, strengthening our global operations, and preparing participants for the evolving future of work, so that more women and girls have the opportunity to choose safe, stable futures for themselves and their families.

Your partnership makes this possible. Together, we are expanding access to safe economic opportunity, so that what started with one girl can reach thousands more, and the cycle of vulnerability can be replaced with a future defined by choice, stability, and freedom.

With gratitude and hope,



Diana Mao Kelly,
Co-Founder & President



Scott Austin,
Board of Directors Chair

Our mission

is to end human trafficking by creating pathways to safe employment, empowering women and girls to break cycles of exploitation in their families and communities.

Our vision is

a world where every woman and girl can know her full potential.

The beginning

Nomi Network was founded 17 years ago when our Co-Founder and President, Diana Mao Kelly, was conducting microfinance research in rural Cambodia. After interviewing a widowed father raising seven children in extreme poverty, Diana witnessed the man offer his eight-year-old daughter to her male colleague.

In that moment, Diana's eyes were opened to a sobering reality: in many parts of the world, human trafficking is driven by economic desperation.

How many women and girls are trafficked because safe economic options don't exist?

That question became the foundation of Nomi Network—and continues to shape our work today.



The need

Today, 49.6 million people are living in modern slavery,¹ generating an estimated \$236 billion in profit annually.²

Across the globe, one driver of trafficking is consistent: economic vulnerability. Poverty, financial instability, and lack of access to safe work increase the risk of trafficking and re-trafficking.

Without safe, sustainable income, vulnerability persists—trapping individuals and families in cycles of risk and exploitation.

1. [Walk Free Global Slavery Index 2026](#)

2. [International Labour Organization 2024](#)

Sector progress

Over the past two decades, the anti-trafficking sector has made significant and hard-won progress. Advocacy has driven stronger laws, protections, and global frameworks. Governments have increased investment in services, including national hotlines, resources for victims, and strengthened enforcement efforts. Advances in data and research have deepened our understanding of both the scale of trafficking and the drivers of risk.

Public awareness has grown substantially, and trafficking is now more widely recognized across sectors—including transportation, travel, financial services, healthcare, law enforcement, and judicial systems—with improved identification, reporting, and response mechanisms.

Most importantly, survivor leaders are increasingly shaping the direction of the movement, driving more trauma-informed, survivor-centered, and strengths-based approaches. This shift is moving the field away from outdated models toward more inclusive, equitable, and effective solutions.

Together, these advances have led to stronger, more coordinated interventions to prevent trafficking, support survivors, and hold perpetrators accountable.

The opportunity

As the field has advanced, a critical gap has become clear.

Anti-trafficking efforts address important needs such as identification, survivor support, legal services, and advocacy, but often do not extend to long-term economic stability. Economic empowerment services that do exist are often localized, sector-specific, or one of many services offered, limiting their reach and ability to scale.

Workforce and economic development programs expand access to jobs and income, yet often fall short of reaching survivors and those most vulnerable to trafficking because they lack the anti-trafficking expertise and tailored approaches needed to address complex barriers.

As a result, economic vulnerability remains insufficiently addressed—a missing link in both preventing trafficking and enabling long-term stability for survivors.

Nomi Network fills this gap.



Our approach

Nomi Network addresses human trafficking through economic solutions. We build the ecosystems required for safe, sustainable employment to reach those most at risk and support long-term economic resilience.

We work along the journey from vulnerability to stability—strengthening the conditions that enable women to access, retain, and grow in safe work:

- **Workforce Readiness:** Equipping women for the workforce, building the skills, confidence, and economic resilience needed to secure and sustain safe employment
- **Employer Engagement:** Partnering with employers to create trauma-informed, supportive workplaces that enable long-term retention, growth, and stability
- **Systems Alignment:** Aligning key stakeholders, including government agencies, service providers, and private sector partners, to strengthen coordinated support and reduce systemic barriers

By addressing both sides of the labor market and connecting fragmented efforts, we create ecosystems where safe income pathways are built to last.

This is how opportunity becomes prevention for those most at risk, and a pathway to lasting stability for survivors.

Global impact in 2025

25,300+

Individuals reached through awareness, outreach, and engagement programs

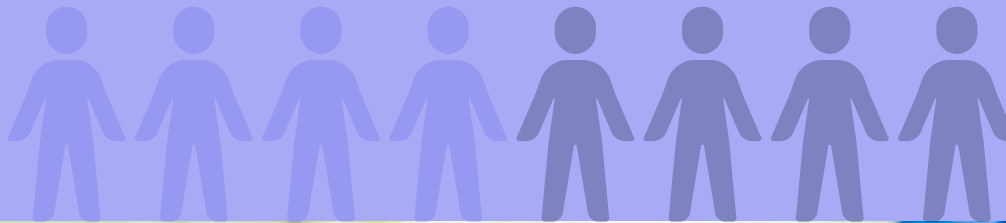
4,441

Individuals served directly through workforce development and empowerment programs

1,567

Individuals placed in income pathways

*Nearly **2x** those placed in 2024*



Building ecosystems for safe and sustainable work

Across the globe, human trafficking is increasing in both scale and complexity. Advances in AI and technology are accelerating exploitation, while political and economic instability are driving displacement and deepening vulnerability. At the same time, the social sector is under strain, leaving gaps in protection and hindering bold, innovative solutions needed to meet growing need.

In 2025, these realities bring renewed clarity and urgency to our work. We focus on building resilient ecosystems that address economic vulnerability at its root by expanding access to safe, sustainable employment for those most at risk of trafficking.

We believe that access to stable income is one of the most effective ways to prevent trafficking and re-trafficking. By creating pathways to dignified work, we equip individuals not just to survive, but to build lasting economic security and resilience.



U.S.

Closing gaps in the U.S. employment ecosystem for survivors:

While demand for hiring practices that expand opportunities for vulnerable populations is growing, gaps remain in both access to opportunity and workplace readiness for survivors of trafficking. Building on our experience employing survivors, we have launched employer-focused, trauma-informed training while also preparing survivors for workplace success. By addressing barriers on both sides, we are creating stronger, more supportive employment pathways and building a more equitable workforce ecosystem.

India

Strengthening India's employer landscape for inclusive growth:

India's rapid economic transformation is creating opportunity at scale, yet access to quality employment remains out of reach for those most at risk. In alignment with government priorities and workforce trends, we're partnering with leading corporations and serving as a facilitator and thought leader—shaping inclusive employer ecosystems that expand access to safe, dignified work for those most vulnerable to exploitation.

Cambodia

Protecting vulnerable communities through crisis and disruption:

Escalating conflict and scam center crackdowns are rapidly increasing instability and vulnerability in Cambodia. Amid active fighting along the Thailand border, we are on the front lines providing direct relief and core economic services to displaced families. At the same time, we are engaging in real-time learning and coordination in response to international scamming crackdowns in Cambodia. Together, these efforts strengthen our ability to proactively address rising trafficking risks in the region.



U.S. impact

497

Individuals reached

In the U.S., Nomi Network provides Workforce Development programs to survivors and those vulnerable to sex and labor trafficking in two sites in Texas: youth in Dallas and adult survivors in Houston. In 2025, both programs fully expanded into community-based service delivery, building partnerships with local organizations to provide referrals and a suite of career development services.

142

Individuals served directly through U.S. workforce development programs



18

Individuals placed in employment

14

New referral partnerships activated



Dallas

Joy **carves her own path**

Joy is a highly motivated 21-year-old woman whose early life was marked by significant challenges, including the loss of one parent and a disconnected relationship with the other. While actively working with her Employment & Career Pathways Specialist at Nomi Network to secure paid employment, Joy completed an intensive phlebotomy program. Only 20 out of 200 applicants to the program were selected. Joy was one of them, and after completing the 12-week course, she graduated as valedictorian.

Today, Joy is one step closer to securing a full-time job at a medical center. For stories like Joy's, employment is a doorway to financial stability, independence, and a future. When opportunity meets unwavering determination, transformation happens. This is not a happy ending. For Joy, this is just the beginning.

Two youths placed into living-wage roles with a national employer partner, earning \$18 per hour

more than **2x** the local minimum wage

Monica **rewrites her story**

Monica, a mother of five and a survivor of trafficking, is reclaiming her professional future after overcoming years of labor exploitation. Traditional resumes often fail to capture the resilience gained through traumatic experiences. Through Nomi Network's workforce program in Houston, Monica received individualized coaching to translate her unique skills into professional strengths and build the confidence necessary to navigate the job market safely. Today, Monica is earning her GED while working at a local coffee shop.

Her journey highlights a common reality for many survivors: both internal and external barriers often limit options for safe income. By providing survivor-centered coaching and partnering with supportive employers, Nomi Network helps women like Monica transition into stable, formal employment, fostering long-term security and preventing further exploitation.

38%

Of survivors of human trafficking who entered the program in its first full year were placed into employment

Houston



Cambodia impact



Escalating regional conflict and the ripple effects of scamming crackdowns are rapidly increasing instability and displacement in Cambodia along the Thailand border. Nomi Network is on the front lines, providing direct relief and real-time coordination to address a shifting risk landscape. These regional disruptions create new vulnerabilities for local families, making our presence essential in proactively preventing the next wave of trafficking.

In this volatile environment, our Workforce Development program provides economic agency as a protective factor. By training survivors in safe migration and vocational skills, we create secure pathways to job placement and self-employment. When women increase their household income, they stabilize their communities and break the cycle of exploitation, proving that even amidst regional upheaval, economic resilience is the ultimate protection.

3,800+

Individuals reached

325

Women served through the Workforce Development program

832

Women received emergency assistance to deal with the impact of armed conflict



428

Women received safe migration training

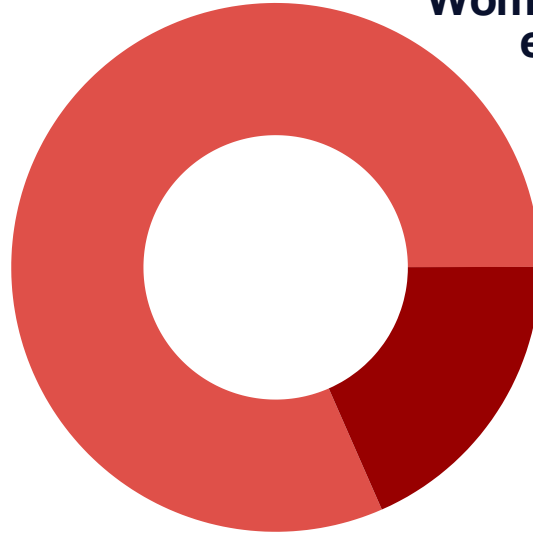
After completing the training, women report strong improvements in knowledge of trafficking, safe migration, and the procedures for legal migration.



82%
started their own business

168

Women placed in employment



18%
placed in jobs

Kyas turns crisis into a **fruitful future**

When the Thailand-Cambodia border dispute erupted in July 2025, it threatened Kyas's family's sole source of income, as her husband worked in Thailand. Kyas—who married at 16 and never completed her primary education—didn't react with panic. Instead, she utilized her Nomi Network life skills training, showcasing:

- **Decisive Leadership:** She prioritized family safety, calling her husband home and pivoting to use seed funding to start a microbusiness selling fruit shakes.
- **Asset Mapping:** She applied self-awareness to rediscover a dormant skill—making fruit shakes—which she had previously undervalued.
- **Financial Independence:** Within months, she was earning \$270 per month, out-earning her husband's previous wages and establishing a monthly savings habit of \$20.

Kyas's story is consistent across our Cambodia program: on average, women's income increases by 155% from when they join the program to after they are placed.





India impact

In India, Nomi Network's adult Workforce Development and Adolescent Girls Empowerment programs aim to break cycles of poverty by placing majority first-time earners into employment pathways. In 2025, our impact in India nearly doubled, with 745 more women and girls placed into employment than 2024.

For most of these women, this isn't just temporary relief. High retention rates from women and girls who have graduated from our programs prove that when women are given opportunities with the right tools, they don't just find work; they build careers.



1,381

Women placed in employment

98%

were first-time earners

99%

retain their jobs after 3 months

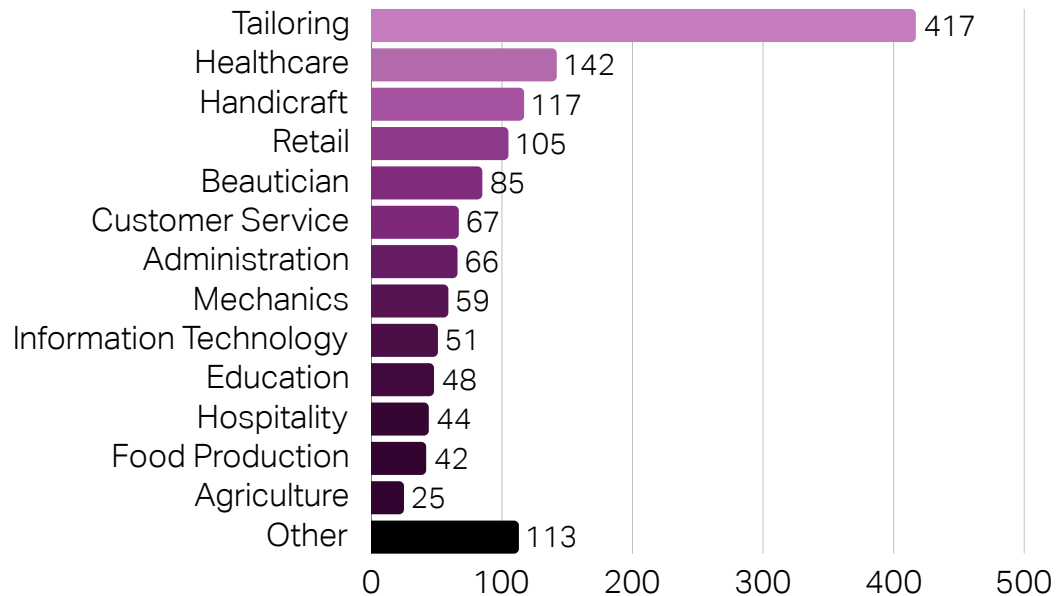
900

Placed in jobs

481

Started their own business

Employment by sector



2,632

Women served through Workforce Development program

Riya works to **build her future**

At 19, Riya is the eldest of five siblings, navigating a home life marked by her father's addiction and the constant pressure of traditional gender expectations. Through Nomi Network's training, Riya gained confidence, mastering the time management and communication skills necessary to secure a role at a national insurance company. Today, she is one of our many 2025 success stories: a first-time earner who is funding her own college education, studying to become an Income Tax Officer.

By reclaiming her time and her voice, Riya has shifted from worrying about her family's safety at home to architecting her future. Riya's persistence is the heartbeat of our India program. She is no longer just surviving her circumstances; she is actively leveraging her income to ensure that every girl in her family has the freedom to choose her own path.



1,239

Girls served through Adolescent Girls Empowerment Program

Jishnu rises **beyond barriers**

The industrial hub of Jharsuguda, Odisha, is filled with smog, high migration rates, and poverty. None of this stops Jishnu from carving out a path of defiance. Raised by a single mother who runs a railway tea stall, Jishnu's ambition is fueled by a singular goal: to relieve her mother of the burden of labor and become her family's primary provider. Through Nomi Network's program, Jishnu moved beyond basic computer skills to master emotional resilience and self-advocacy. A pivotal field trip to the Industrial Training Institute (ITI) transformed her dreams of stability into a concrete career plan, giving her the confidence to navigate complex admission processes and advocate for her own professional future.

Jishnu secured a subsidized seat at the ITI and has transitioned from a student managing household stress to a young woman leveraging technical education to build a fortress of resilience against the economic vulnerabilities that traffickers exploit.



The Network

Driving system change



At Nomi Network, we know that ending human trafficking requires a robust ecosystem of collaboration. In 2025, our partners served as a critical bridge, ensuring survivors have access to safe, dignified work in high-growth industries while building the supportive environments necessary for long-term growth.

Integrated employment pathways

We partner with corporate trailblazers such as Toyota in Cambodia, Shahi Industries in India, and CVS in the U.S. to create career-track positions in manufacturing, healthcare, and education.



Strategic global guidance

Our Board of Advisors—including leaders from Patagonia, PIMCO, KKR, and Google—provides the strategic insight to scale our model, while local community-based organizations ensure our programs remain deeply rooted in regional contexts.

Technical and workplace innovation

Collaborations with partners like SELCO India, a solar energy company, ensure women gain industry-standard skills. Simultaneously, we pilot trauma-informed training to equip managers with tools to mitigate workplace triggers and support survivor success.



Advocacy in action, from the global stage to sustained impact

Our advocates, advisors, and corporate partners are essential in building the ecosystem of opportunity by providing strategic support and consistent engagement.

Helen Foo: Bridging global platforms and technical expertise

Helen Foo, Co-Founder and Chief Product Officer of Stellar, exemplifies the power of blending high-level advocacy with hands-on, long-term partnership. She first became involved with Nomi Network as a featured speaker at our Corporate Summit and the United Nations, where she used her platform to advocate for equity in accessing artificial intelligence, economic justice, and survivor empowerment.

As a donor and trusted advisor, Helen invests her time, resources, and expertise to strengthen Nomi Network's ability to achieve our mission.

"Helen's journey with us is a testament to what happens when a leader decides to stay in the fight. She saw the need at the UN, and she decided to bring her heart and her 'Stellar' expertise to the table to ensure our survivors have a path to safe employment."

-Diana Mao Kelly, Nomi Network President



The Addy Foundation: Investing in systemic resilience for Dallas youth

The Addy Foundation, a cornerstone of the North Texas philanthropic community, was founded in 2015 by Bill and Lydia Addy to invest in innovative solutions that empower individuals to reach their full potential. Focused on social services and education, the Foundation drives meaningful impact across the Dallas-Fort Worth region.

Since 2022, The Addy Foundation's partnership has been instrumental in Nomi Network's growth in Texas, strengthening our Dallas workforce initiatives and expanding access for youth facing systemic barriers. Their support helps build protective pathways for youth, including education, case management, and job training.

Through this sustained partnership, Nomi Network equips Dallas youth with the skills and pathways needed to break cycles of poverty and exploitation. Participants are securing roles in high-growth industries, with some earning up to \$18 per hour, creating greater economic stability for themselves and their families.

Kaleigh Wilkinson: Mobilizing corporate networks and expanding impact

Kaleigh Wilkinson, a dedicated member of our Board of Advisors, drives impact through her long-standing commitment and strategic advocacy in the corporate world. She first learned about Nomi Network through her work at PIMCO, serving as a pro-bono marketing consultant and as a volunteer at Nomi Network events.

After transitioning to WisdomTree, Kaleigh continued to champion our mission by introducing Nomi Network to her new colleagues, expanding our community of support. Her leadership led to a partnership with WisdomTree's Women's Initiative Network (WIN) and a sponsorship of Nomi Network's most recent "Light Her Path" event in New York City.

Kaleigh's ability to connect people, open doors, and sustain engagement over time reflects the powerful role our Board of Advisors plays in strengthening the network of support around the women and girls we serve.



The Six Four Foundation: Catalyzing economic agency through multi-year commitment

The Six Four Foundation is a vital partner in advancing Nomi Network's mission, helping remove barriers that limit women's and youth's participation in the economy.

In 2025, the Foundation deepened its impact through a multi-year commitment to our India and U.S. programs, adding stability to our funding cycles. This support enables Nomi Network to strengthen programmatic planning and implementation.

Through this sustained partnership, Nomi Network is better equipped to expand pathways to safe economic opportunity—ensuring women and girls can build lasting stability, resilience, and agency for themselves and future generations.



Shaping the Global Discourse

At Nomi Network, we work not only to deliver programs, but to help shape the broader conversation to advance economic opportunity as a core solution to human trafficking. By engaging stakeholders from global institutions to corporate and community leaders, we are shifting the narrative from rescue alone to sustainable economic opportunity as a pathway to lasting freedom.


Advancing learning and practice

Building understanding through immersive experience

To deepen understanding of the realities women face, we developed Her Journey: Cambodia, an immersive simulation grounded in the lived experiences of our participants. Now being rolled out with corporate partners, the experience invites participants into the story of Dara, a mother navigating complex decisions and systemic barriers that drive vulnerability. By engaging directly with these realities, partners build deeper empathy and a stronger commitment to advancing solutions that expand safe economic opportunity.

Trauma-informed training across the ecosystem

In 2025, we deployed trauma-informed training across sectors in the workforce ecosystem. This included training employees at five corporate partners across four industries in the U.S., leading a session at the Asia Region Anti-Trafficking Conference for practitioners and funders, and providing training on trauma-informed MEL and data collection through a research project in India. Together, this work demonstrates how diverse stakeholders can integrate supportive practices that help survivors grow and succeed in the workplace, laying the groundwork for broader adoption nationwide.

A woman in a blue blazer is speaking at a podium during a conference. She is gesturing with her right hand. The audience is seated at tables with green tablecloths, and some are clapping. The setting is a modern conference room with large windows.

“This training gave us a language we didn’t have before. It helped our managers talk about trauma in a way that feels respectful, professional, and actionable.”

-CVS Health

Driving dialogue and influence

See Her Thrive: celebrating 15 years of impact

Our Dallas community showed up in force for See Her Thrive, an event celebrating the milestone 15th anniversary of Nomi Network's work to end human trafficking. Featuring a powerful conversation between journalist Del Irani and our Co-Founder & President, Diana Mao Kelly, the morning reflected on our growth from a bold idea to a global force for economic justice. We are immensely grateful to our sponsors and local partners whose generosity fueled this event, allowing us to raise critical funds while honoring the thousands of resilient women and girls who have transformed their lives since our founding.



"The most powerful thing in the world is an idea whose time has come, and the idea of abolishing human trafficking is that idea. Because trauma doesn't end with her—it rewires generations. But so does healing... And I know that this bold idea—this urgent mission—requires all of us."

-Valerie Holloway Skinner



"It's promising to see a forum which includes researchers, practitioners, and worker representatives. This is for sure the way to go, a multi-stakeholder approach to highlight critical success factors in this space."

-Anonymous guest

Shaping the Fabric: a multi-stakeholder event in India

In November, Nomi Network hosted the Shaping the Fabric Forum in Bangalore, India, bringing together over 60 guests from 46 organizations and employers to address the structural drivers of labor exploitation. In partnership with Good Business Lab and supported by the Walmart Foundation, the forum moved beyond compliance to focus on worker-centered solutions, including physical safety and trauma-informed mental health care. By centering the lived experiences of women workers, this gathering reinforced our commitment to building ethical supply chains and ensuring that every workplace within the garment and home textile sectors is grounded in dignity and equity.

The intersection of technology, entertainment, and capital

In September in partnership with Amino Capital, Nomi Network hosted The Ninety-Nine, a convening of investors, technologists, philanthropists, and cultural influencers. The event explored the intersection of AI, entertainment, and storytelling, emphasizing the importance of ethical technology, survivor-informed advocacy, and the power of narrative to shape behavior and mobilize action. Speakers included actress Liza Soberano and former NBA player Jeremy Lin. The gathering reinforced that addressing human trafficking requires cross-sector innovation and solutions grounded in survivor leadership.



"We often think of storytelling as just entertainment, but in the digital age, it's a powerful tool for protection. By combining ethical AI with survivor-led narratives, we can shift the focus from exploitation to empowerment."

-Liza Soberano

Thank you to our event sponsors and partners



Thank you to our host committee

Amanda Paru

Bridgette & Roy Lopez

Jill Williams

Lori Choi

Melissa Bensouda

Melissa Harrison

Rhonda Johnson

Ronna Keller

Sook Chua

Wendy Bridges

Winston Lam

Our Circle of Supporters

Individuals

*We are grateful for every donor and institution that supports us and would like to recognize those who gave \$1,000 or more in 2025.

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Weingart Foundation
WisdomTree
Zegar Family Foundation



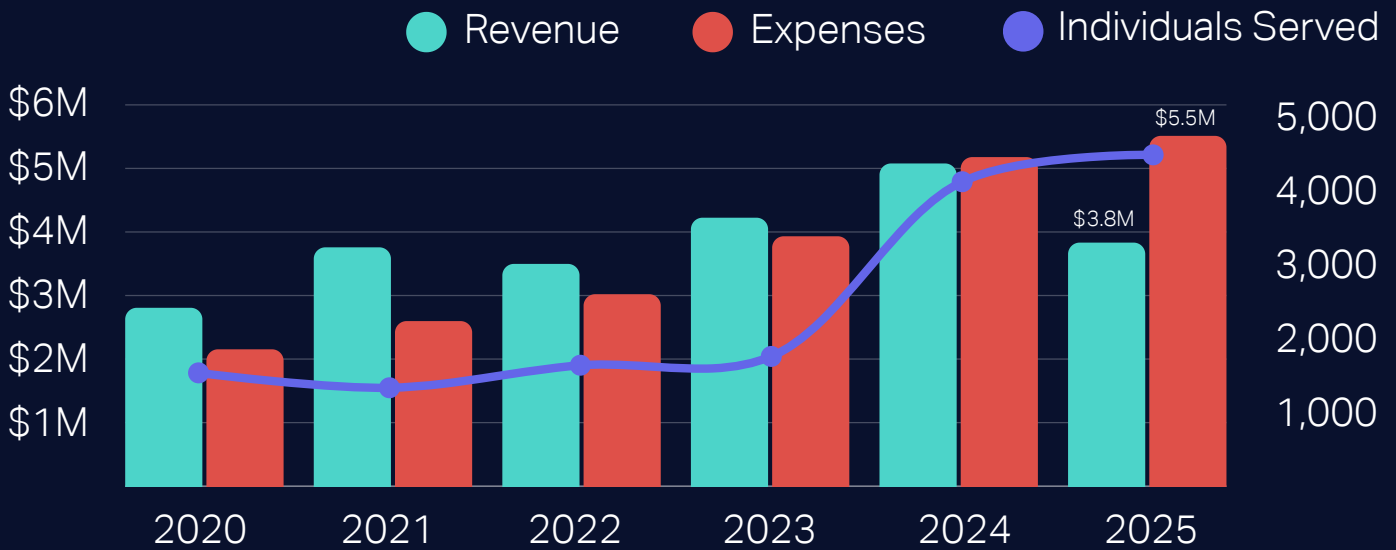
Financial Stewardship

In 2025, the global fundraising landscape shifted sharply. U.S. federal funding cuts, a pullback in corporate philanthropic commitments, and macroeconomic headwinds prompted a broad recalibration among institutional donors worldwide, creating pressures that deeply impacted the social sector and nonprofit organizations.

As a result of deliberate, multi-year financial planning, we started the year with a strong cash position, allowing us to absorb that pressure without compromising our mission and impact. In 2025, we met all of our impact goals and placed more women in employment than ever before.



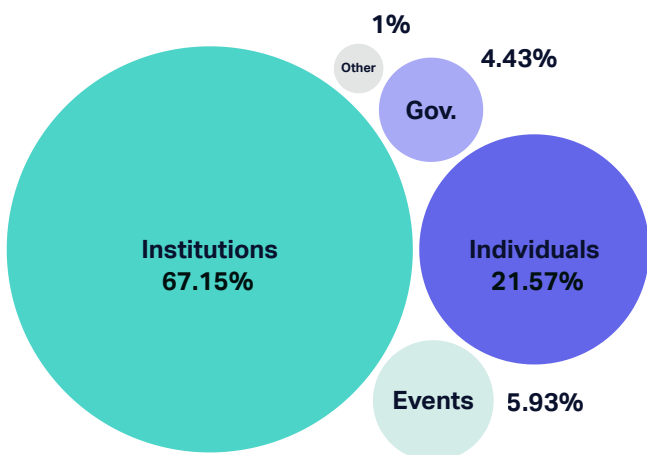
Financial performance



Nomi Network ended 2025 with a stable cash position, supported by strong reserves and multi-year grant commitments secured in prior periods.

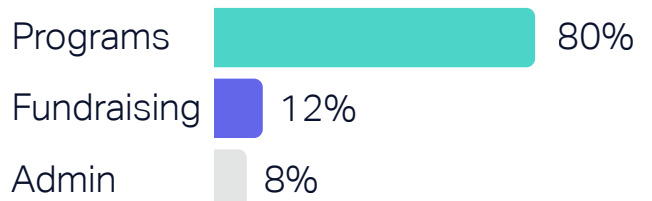
*Based on unaudited financial results as of December 31, 2025. For more detailed financial information, please request our FY2025 audited financial statements.

Revenue sources



Expense allocation

80¢ of every dollar goes directly to our programs



Our Team

Global Leadership

Diana Mao Kelly

Co-Founder & President

Supeil Liu

Co-Founder & Vice President of Expansion & Innovation

Jessica Pham

Vice President of Global Operations

Ishrat Jahan

Senior Director of Global Programs

Corinne Powell

Senior Director of Global HR & Operations

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nomi
network



Looking Ahead

Building the infrastructure of freedom



For 17 years, Nomi Network has operated on a single, proven premise: Economic opportunity is the most powerful weapon against human trafficking. We have seen thousands of women rewrite their futures when given the tools to thrive.

As we move into this year, we are transitioning from a chapter of growth to one of systemic impact. Building on our strengths, we are sharpening our model to be more resilient, adaptable, and positioned for long-term growth—so that more women and girls can access safe, stable economic opportunities in a rapidly changing world.



The priorities powering our mission forward

Transforming expertise into systems change:

Expanding beyond individual outcomes to influence the broader systems that shape work.

Navigating the next frontier of work:

Ensuring safe, viable job pathways for vulnerable women as the workforce is reshaped by climate change and AI.

Activating employer ecosystems:

Investing in employer training and corporate partnerships to create safe employment pathways for survivors.

Leading collaboration:

Coordinating across government, private sector, and community partners to address systemic gaps that enable exploitation.

The scale of modern slavery is staggering, but we have the power to disrupt it. This work is complex and cannot be done alone. We're not just imagining an end to exploitation. We're building the network that makes it possible.

Join us in building a future defined by choice, stability, and lasting freedom.





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