



Marathon Petroleum Corporation wrapped one of its petroleum delivery trucks in support of TAT. (L to R) Ohio State Highway Patrol Trooper Mackenzie Carpenter, Marathon Petroleum Transport Driver Larry Mihajlovich and Findlay Police Officer Nicholas Price.



TAT 2025 IMPACT REPORT

**DRIVEN BY MISSION...
POWERED BY PEOPLE**

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MISSION STATEMENT

TAT stands committed to educate, equip, empower and mobilize members of key industries and agencies to combat human trafficking.

EXECUTIVE DIRECTOR LETTER

TAT is driven by its mission of educating, equipping, empowering and mobilizing the partners with which we work in order to build an anti-human trafficking ecosystem that can transform our community members from passive bystanders into active disruptors of human trafficking, protecting some of the most vulnerable people in our communities. With the support of each talented and dedicated individual on our staff, our Board of Directors, our TAT Advisory Committee, our generous donors and funders and the millions of leaders, employees and TAT champions among our partners, we were able to accomplish this bold vision in a number of ways in 2025.

For example, we brought together essential community stakeholders for our 100th Coalition Build in Oklahoma City. One of the professionals from the oil and gas industry who attended was inspired to use his professional network to provide greater engagement in the region in the fight against human trafficking. And from that, he and TAT were able to put together the Oklahoma Energy Workgroup, which has already achieved significant impact (see page 14).

And while we work in key industries and agencies, we also view our audiences not just as employees, but as parents, community members and travelers, allowing us to approach the fight against this heinous crime holistically. Our *You've Seen Us Before* corporate video helps people see how common scenarios of human trafficking may be taking place in places where they're staying while traveling or when eating out and having fun with friends (see page 7).

Our first Youth on Transportation (YOT) Safety Month in 2025 drew participation from partners in multiple industries and agencies and helped raise public and family awareness on preventing and/or interrupting youth exploitation at the intersection of public transit and school transportation (see page 23).

In 2025, we saw TAT training numbers continue to scale rapidly (see pages 4-5), partnerships deepen across industries, the TAT app continue to equip front-line workers with reporting resources at their fingertips, and TAT's public-private partnerships drive measurable behavioral change and strategies at the local level.

While education, empowerment, and mobilization help scale systems change in fighting human



Esther Goetsch

trafficking, TAT is, without a doubt, powered by people. Throughout this report, we highlight just a few of those change-makers who are helping accomplish great things, knowing that there are thousands more champions out there, working tirelessly behind the scenes with great fervor and passion to make the trafficking and exploitation of people harder. It may sound cliché, but together, we are driving real change—and our individual actions and collective commitment are what make the fight against trafficking possible. We are deeply grateful to each of you.

Esther Goetsch

ESTHER GOETSCH
Executive Director

TAT BY NUMBERS



2,473,347 trained in U.S. all-time, 11.02% increase from 2024
56,642 trained in Canada all-time, 13.64% increase from 2024
1,487 trained in Mexico all-time (2024-2025)



22,439 people reached through TAT presentations
39 states and D.C. visited in 2025
5 Canadian provinces visited in 2025 (Alberta, British Columbia, Manitoba, Ontario, and Quebec), as well as Mexico and Puerto Rico



TRUCKING

1,920,587 OTR (Over-the-Road) trained total (152,767 in 2025)
30,023 Local Drivers trained total (12,772 in 2025)
2,618 Movers trained total (156 in 2025)
195 companies moved forward in partnership with TAT in the trucking/manufacturing industries in 2025



BUS

199,190 trained total (11,414 in 2025)
75,210 trained total (6,444 in 2025) for Transit/Motorcoach
123,980 trained total (4,970 in 2025) for School Transportation
3,266 reached through 28 industry events in 2025



ENERGY

54,489 trained total (4,808 in 2025, including employees of energy companies and their contractors, such as security and carriers, using multiple videos)
1,154 reached through 22 industry events in 2025



TRUCK STOPS / TRAVEL CENTERS

183,587 trained total (22,803 in 2025)
1,248 reached through 13 industry events in 2025



CORPORATE EMPLOYEES TRAINED

1,875 people took the *You've Seen Us Before* (YSUB) course in the education portal
6,958 trained through 26 companies which adopted the YSUB training, with an additional 70 companies pledged to adopt it
1,693 views on the YSUB video on Vimeo/YouTube



LAW ENFORCEMENT

8,105 law enforcement officers trained (both modules and in-person), a 102% increase over 2024
50 U.S. states, **5** Canadian provinces and **32** Mexican SICT (Mexican counterpart of Federal Motor Carrier Safety Administration) offices throughout Mexico partnered with TAT through the Commercial Vehicle Safety Alliance's 2025 Human Trafficking Awareness Initiative.



COALITION BUILDS (Public-Private Partnership Events)

9 in **5** U.S. states and **1** Canadian province
554 total attendees representing 47% public and 53% private sector



FREEDOM DRIVERS PROJECT

5,717 people toured the Freedom Drivers Project at **32** events in **18** states and **1** Canadian province (2025).

EDUCATE

Indy 500: Educating at 168 mph (average speed at Indy)



The FDP occupied prime territory on the Midway at the Indy 500.

Thanks to an invitation from two TAT sponsors, Penske and Bridgestone, the Freedom Drivers Project (FDP), along with the Director of Mobile Exhibits Brandy Belton and Mobile Exhibits Specialist Micah Larsen, attended the Indianapolis 500, with a ringside location on the Midway on the inside track.

Belton and Larsen, along with a group of volunteers from the Indiana State Police (ISP) and Walmart, welcomed more than 900 to tour the exhibit during the three days it was there.

“During this Memorial Day Weekend, Bridgestone was proud to sponsor the TAT Freedom Drivers Project at the largest motor sports event in the U.S.,” said Josh Holland, vice president Network Development and Fleet Care Solutions at Bridgestone and TAT Board chairman. “Awareness to human trafficking is our first line of

defense against this heinous activity. When communities are informed, vigilant and empowered, traffickers lose their power. We, at Bridgestone, believe that every life matters. We are committed to supporting education, empowerment, prevention and action.”



Volunteers from Walmart and the Indiana State Police helped TAT staff man the exhibit throughout the three day-event.



From the Roadways to the Conference Room: You've Seen Us Before

In response to a request from numerous TAT partners for a training video that could be used to equip people across their organizations – not just drivers -- to recognize how sex and labor trafficking intersect with all areas of life, TAT released *You've Seen Us Before* (YSUB) in 2025.

This corporate video carries a dual story line. Re-enactments of human trafficking situations, portraying the reality of the crime, are seamlessly woven together with narration provided by a TAT representative, a corporate representative and three diverse survivors, who share insights throughout. It helps all employees understand the pervasiveness of human trafficking in people's daily lives and how easy it is to miss if a person isn't aware and doesn't recognize the signs.

In this video's first year of availability, 1,875 people took the YSUB course on TAT's education portal and 26 companies adopted the training, resulting in 6,958 more trained. An additional 70 companies have pledged to adopt it. And TAT had 1,693 views of the YSUB video on Vimeo and YouTube.





State Driver's Licensing Agencies (SDLA) modules: License to Learn

While human trafficking is a crime, it's one that many times takes place in plain sight. Survivors of human trafficking report they're often in public places during their exploitation, such as the grocery store, malls, public transportation and state driver's licensing agencies (SDLAs). To counter that, TAT held conversations and conducted focus groups in 2023-2024 with the Virginia DMV, the New Mexico Motor Vehicle Division (MVD) and a third-party tester in Oregon to determine the need for training and gain insight regarding what daily interactions with CDL holders, customers and the general public are like. Hearing from public-facing employees further illustrated how SDLA employees, civilian inspectors, commercial driver's license (CDL) testers and third-party testers and/or auditors are uniquely positioned to identify potential victims of human trafficking.

Armed with the information provided by its partners, TAT developed a series of free, online, training modules specifically tailored for agency employees and independent CDL testing entities. Consisting of five courses, the modules feature TAT trainers and interactive content designed to enhance learning comprehension. They provide an overview of the crime of human trafficking and its possible indicators and illustrate how individual field offices play a role in providing human trafficking awareness resources and materials to CDL holders and the general public.

Following a pilot release of the modules in late 2024, TAT made some requested revisions in 2025 and re-released them, sharing information about them in a variety of forums. Following an initial email blast to state agency partners, TAT presented at events including the annual CDL Coordinators and IT Managers Meeting hosted by the American Association of Motor Vehicle Administrators (AAMVA) and the Federal Motor Carriers Safety Administration (FMCSA), the AAMVA Region 4 Conference, the Quarterly CDL Roundtable hosted by FMCSA, and to the Multi-State Anti-Human Trafficking Working Group, consisting of state departments of transportation. Additionally, TAT had the opportunity to record an episode of AAMVA's podcast, AAMVAcast.

To date, several state agencies have adopted some or all of the modules, including the Iowa Department of Transportation, the Louisiana Office of Motor Vehicles, the Nevada Department of Motor Vehicles and the Virginia Department of Motor Vehicles. Several agencies have mandated the modules to existing and new employees, and to date, 3,098 state employees have registered for the courses. In addition to completing the courses, several state agencies have ordered TAT materials, including wallet cards and victim-centered posters to distribute and display in their duty stations.

To request access to TAT's free, online agency modules, contact agencies@tatnonprofit.org.

Leading the Way: Alabama Trucking Association, 2025 TAT Champion in the Association Category



Mark Colson (right) received the TAT Champion Award for ATA from TAT Executive Director Esther Goetsch.

When TAT Executive Director Esther Goetsch presented the 2025 TAT Champion Award in the Association Category to the Alabama Trucking Association at the American Trucking Association's Management Conference and Exhibition, she cited the ATA for:

- Being consistent in the fight against human trafficking for over a decade, beginning under the leadership of Frank Filgo and continuing under Mark Colson and Tim Frazier
- Being the first state trucking association to support TAT as a Silver-level sponsor and continuing that support over this past decade
- Including TAT materials in their new member packets and inviting TAT to speak at their annual conference
- Co-hosting Coalition Builds in 2019 and virtually in 2020 to help form local coalitions to close loopholes to traffickers
- Supporting and helping pass legislation requiring TAT training at the CDL school level throughout Alabama and introducing TAT to key industry stakeholders, leveraging their networks for TAT.

Mark Colson, president and CEO of the Alabama Trucking Association (ATA), received the award on behalf of the association.

"Every time we've asked them to promote a new training or new offering to their membership, they have," said Goetsch. "In addition to their work directly with TAT, the ATA has become a recognized leader in their state's anti-trafficking movement, speaking and representing the trucking industry at anti-trafficking summits and conferences throughout their state."



POWERED BY PEOPLE: *Karin and Andy Larsen, Individual Donors*

We give to TAT (Truckers Against Trafficking) and the broader fight against human trafficking for deeply personal, ethical and professional reasons.

First and foremost, we were both raised with the belief that every individual life has inherent value. Human trafficking represents one of the most severe violations of that principle — stripping people of freedom, dignity, safety and hope. Supporting efforts to combat trafficking is, for us, a reflection of a foundational conviction: that every person deserves honor, respect and justice. We cannot reconcile the knowledge that exploitation exists on such a scale without choosing to respond.

Our faith also plays a central role in our commitment. We believe that Jesus is Lord, and our understanding of Scripture calls us to love others, protect the vulnerable and stand against injustice. Donating to fight human trafficking is one tangible way we seek to live out those values. It is an expression of compassion, responsibility and solidarity with those whose voices are too often unheard.

We are equally motivated by a broader belief in human rights. Exploitation, coercion and abuse are not abstract issues — they are lived realities for millions of people worldwide. I (Karin) have the privilege of leading a human rights team in the corporate world, where my work centers on protecting and respecting the rights of workers across the globe. That professional perspective has only deepened my understanding of vulnerability, systemic risk and the urgent need for collective action. Supporting anti-trafficking efforts aligns directly with both my personal values and my professional mission.

Our decision to support TAT specifically is rooted in the organization's distinctive and practical approach. From the beginning, TAT has focused on educating, equipping, empowering and mobilizing members of the transportation industry — and now many other sectors — to recognize and respond to human trafficking. This model is powerful because it transforms everyday professionals into frontline defenders of human dignity. It demonstrates that awareness, training, and engagement can create real-world impact at scale.

What resonates most deeply with us is TAT's emphasis on empowerment. The organization consistently reinforces the idea that individuals can make a difference. Human trafficking is a vast and complex problem, but TAT's work reminds us that meaningful change often begins with informed, vigilant people taking decisive action. That message is both hopeful and motivating.

Finally, we donate because we trust how TAT puts resources to work. Through TAT, we know our contributions support meaningful projects, impactful advocacy, survivor-centered initiatives and a dedicated team committed daily to this critical mission. There is confidence in knowing that our giving is not symbolic, but practical — fueling education, prevention, and systemic change.

In the end, our support reflects a simple, but profound, belief: human trafficking is not inevitable, and collective action matters. We give because we believe dignity can be restored, lives can be protected and exploitation can be challenged. Most importantly, we give because we believe that ending human trafficking is possible — and we are honored to play even a small part in that work.

Karin and Andy Larsen



EQUIP

Natural Disasters Resources: *Shoring up the Local Response*

Both during and in the aftermath of natural disasters, the collapse of infrastructure, the overextension of law enforcement and displacement of populations create fertile ground for human traffickers to exploit vulnerabilities either created or compounded by the events themselves or to profit off disaster victims and/or relief efforts.

To alert and train TAT's trucking, transit, energy, government agency and law enforcement partners about the intersection of natural disasters and human trafficking, TAT prepared written and virtual resources in 2025 to cover the areas of greatest need and threat to people, such as housing and job insecurity, lack of healthcare and inhibited access to food and water, isolation and lack of support and the incentive for cheap labor.

TAT staff provided the training as a webinar once in 2025 to TAT's human trafficking task force partners and again in 2026 during National Human Trafficking Prevention Month. During 2026, staff are conducting more than 20 interviews within four different industries to determine how best these materials and resources can be implemented within their systems.

World Cup resources: *Shutting Out Human Trafficking*



U.S. Secretary of Transportation Sean Duffy addressed the audience at the Summit.

As cities, states and provinces throughout North America prepare for the various logistics, security, transportation and hospitality challenges associated with hosting the 2026 World Cup – and the millions of people expected to attend games or fan expos and travel between host cities from May–July 2026 – TAT identified a need for an awareness campaign to reach members of the transportation industry, as well as fans and the general public, with critical information about the increase in human trafficking activity generally surrounding major sporting events, due to location-specific spikes for demand in commercial sex and cheap labor. TAT also recognized the importance of bringing key stakeholders together – whether by region or sector – for networking, coordination and educational opportunities.

TAT’s resulting sports resources, titled *Shut Out Human Trafficking*, train on what to look for and what to do if red flags or suspicious activity present themselves. Additionally:

- In March, in partnership with UPS, the Office of the Attorney General of Georgia, the Georgia Criminal Justice Coordinating Council and the Georgia Motor Trucking Association, TAT coordinated an event designed to build public-private partnerships to combat human trafficking in Atlanta, Georgia. Ninety people representing trucking, truck stop, hospitality, NGO and bus/transit companies, as well as law enforcement and government agencies, participated in a half-day session at UPS Headquarters to strengthen local partnerships in

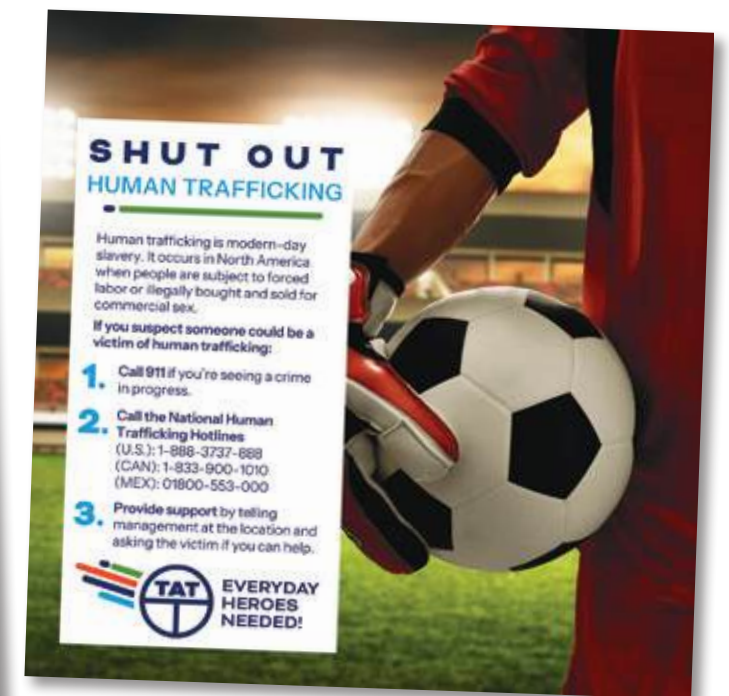
Atlanta in advance of the 2026 World Cup. Results included new commitments to increasing TAT-trained transportation professionals across the state and over 3,600 users (1,213 active and 609 new) accessing the TAT mobile app from Georgia. Additionally, TAT, UPS and the Georgia Office of the Attorney General worked together to co-create the Eyes on the Road Campaign, a public-private endeavor to help locate and recover missing children.

- In August, in partnership with Sound Transit in Seattle, Washington, TAT hosted a virtual education and peer-to-peer learning session with leaders from transit agencies in U.S. and Canadian World Cup host cities/regions to talk through their preparations for a massive influx of visitors in the summer of 2026 with significant passenger transportation needs and how human trafficking prevention and education can be integrated into those plans.
- In November, TAT convened a virtual meeting for state trucking association (STA) leaders from U.S. World Cup host states or neighboring states to provide them with background on the event and potential human trafficking intersections, as well as TAT’s resources

and recommendations. The STA leaders from eight of nine World Cup host states either participated in the meeting or followed up to request additional information.

- In December, TAT hosted a booth at the U.S. Department of Transportation’s World Cup 2026 Summit in Washington, D.C. Over 250 stakeholders from the transportation industry, government, law enforcement and others attended the event focused on transportation planning. Transportation Secretary Sean Duffy provided remarks that included an emphasis on human trafficking education and awareness in advance of and during the games.

Beyond these activities, TAT fielded requests for co-branded resources for 2026 distribution and to schedule events for 2026 with a focus on preparing for the World Cup, including a Freedom Drivers Project tour in partnership with UPS, multiple Coalition Builds in World Cup host cities, participation on a panel focused on large-scale events at the Transportation Research Board annual meeting, and multiple webinars with and for TAT’s partners.



Joining Forces: Strengthening Regional Capacity to Empower Freedom

Ranked in the nation's top 10 as a U.S. energy producer, Oklahoma has significant plays in oil and natural gas, including the Anadarko Basin centered in West-Central Oklahoma, which produces significant quantities of natural gas, crude oil and natural gas liquids (NGLs).

In 2025, TAT's energy program focused on strengthening partnerships in the state to ensure maximum human trafficking awareness and training and achieve dynamic results.

After attending TAT's 100th Coalition Build in Oklahoma City in May, Sean Flynn of Continental Resources felt he had the professional network needed to provide greater engagement in the region in the fight against human trafficking. Flynn and TAT put together a roundtable discussion hosted at The Petroleum Alliance of Oklahoma with individuals Flynn believed would be beneficial to promoting TAT's mission. TAT invited representatives from three local partners: Marathon Petroleum Corporation (MPC/MPLX), Phillips 66 and C.H. Robinson.

Lindsey Mattson, TAT's director of Industry Engagement for energy, presented an overview of human trafficking,

state-specific statistics, as well as what TAT does to combat this crime throughout the energy industry. A discussion followed around involvement, interest, industry need and working in tandem. The result was the formation of the Oklahoma Energy Workgroup, which meets regularly to discuss opportunities for TAT within their network. In addition to Flynn and Mattson, members include employees of C.H. Robinson, Phillips 66, Marathon Petroleum Corporation/MPLX, The Petroleum Alliance of Oklahoma, Oklahoma Energy Resources Board (OERB), Expand Energy, Oklahoma Safety Council (OSC), Oilfield Christian Fellowship, Baker Hughes, Energy Workforce Technology Council and Plaster & Wald Consulting Corp.

Major outcomes from the workgroup so far have included a booth for TAT at the OERB Energy Expo (2025 and 2026), a speaking opportunity at the 2026 OSC Conference & Expo, and an in-person/webinar being planned for late April 2026 that will be offered to the workgroup's network and employees/members. The workgroup also provided input for a new TAT energy resource and use the meetings to brainstorm ways to engage or further engage their own companies.



Guided by True North: Blazing trails in Canada

This past year, guided by Canada's needs, resources and infrastructure, TAT continued to pursue anti-trafficking efforts using tried and true methods, including growing public-private partnerships through Coalition Builds, training through in-person events, industry-hosted webinars and Freedom Drivers Project tours.

Of special note was a webinar TAT hosted titled *Anti-Trafficking Trailblazers: Combating Human Trafficking Through Provincial Governments*, which sought to engage employees of provincial departments and ministries throughout the country and explain how they're positioned to combat human trafficking through their already existing mandates and programs.

The fight to end human trafficking requires a comprehensive, multidisciplinary approach. While the private sector has a significant role to play, government agencies are responsible for holding traffickers accountable and for determining national or provincewide adoption of anti-trafficking priorities. As they set policy, create processes and protocols, allocate resources and address systemic issues related to the underlying causes of human trafficking, government agencies are indispensable in counter-trafficking efforts. The public sector also has a vital role to play in activating key industries, including through developing incentives for innovation and facilitating collaboration.

TAT Director of Public Sector Engagement Dylan Wecht was joined by three TAT trailblazers as panelists ... people who have been and continue to be TAT champions in their respective provinces: Cherie Haas, training coordinator for the Department of Justice and Public Safety-New

Brunswick; Krista Cull, deputy registrar of the Motor Registration Division within Digital Government and Service-Newfoundland and Labrador; and Patrick Dowling, manager of Regulatory Programs for Highway Safety-Prince Edward Island. The three panelists explained how their provinces have completed or nearly completed TAT's Canadian Commercial Vehicle Enforcement Model (CVE Model), which is composed of five steps designed to organize law enforcement and provincial agencies to use entry points into various industries to spread the TAT anti-trafficking message. They spoke to the practicality

and usefulness of incorporating these initiatives within their departments and encouraged others who have not engaged with the CVE model to get started.

The panelists also spoke about their involvement with the Commercial Vehicle Safety Alliance's (CVSA) Human Trafficking Awareness Initiative (HTAI), which runs in February in Canada. CVSA's Human Trafficking Prevention program seeks to reduce human trafficking throughout North America through coordinated enforcement, investigative and educational awareness measures within the commercial motor vehicle industry.

The Trailblazer Webinar was recorded and is available for distribution. This webinar will be a strong resource for departments or ministries wishing to get involved with TAT's anti-trafficking initiatives. Additionally, TAT has developed provincial reports, which are involvement recommendations at various levels for each provincial and territorial government. If you are interested in receiving the webinar recording or the provincial report for your province, please contact TAT.



POWERED BY PEOPLE:

Kayla Muñoz, Engineering Tech at SM Energy

In 2023 and again in 2025, when SM Energy partnered with TAT to host Coalition Builds (CB) in Carrizo Springs and Laredo, I served on the planning team. That first CB planted a seed in me. The stories shared, the education provided, and the collective sense of responsibility in the room stayed with me long after the day ended. It was the first time I truly understood how widespread and complex this issue of human trafficking is and how vital it is for everyday people, across industries, to be equipped to respond.

As a result, I returned to school and completed my master's degree in criminal justice, writing my capstone paper on the unintended consequences of immigration policy on human trafficking victims. My research explored how policy gaps, fear of deportation, and systemic barriers increase vulnerability, particularly for women and migrants.

Living and working in South Texas, I see firsthand how common human smuggling is in our region. That reality led me to question how many cases of human trafficking may be processed simply as smuggling due to limited resources, lack of specialized training, language barriers, or fear on the part of victims. Those questions now shape how I view this work and the urgency behind it.

What began as a single CB became a defining turning point in my educational journey. TAT's work did more than raise awareness; it reshaped the direction of my interests and purpose. It showed me that change begins when people are informed, connected and empowered to act, and that prevention starts long before a victim is ever identified.

In 2025, when we brought TAT back to South Texas, this time hosting the CB at Texas A&M International University, where I graduated, being part of that reconnection, bridging my professional world, my academic journey, and this mission, were incredibly meaningful and something I am deeply proud of.

I'm truly grateful for the impact TAT continues to have, not only on industries and communities, but on individuals like me who are now committed to being part of the solution. Thank you for the work you do and for sparking a passion in me that will carry forward into advocacy, education and service.

Kayla Muñoz

SM|ENERGY



Surrounded by TAT staff members, Kayla Muñoz shows off her degree. (L to R) Lindsey Mattson, Sara Sefried, Muñoz and Kelley Marshall

EMPOWER

Building Local Partnerships: Coalition Builds celebrate 100th event

A TAT Coalition Build (CB) is more than an event; it's a catalyst for change. A targeted gathering, CBs establish effective and sustainable working relationships between industry leaders, law enforcement and government agencies to combat human trafficking. They also inspire decision-makers to act, while equipping them with

17% trucking/truck stop; 24% law enforcement; 23% government/state; 14% NGO; 6% bus/transit; 8% energy; and 8% other. Staff conducted virtual or in-person follow-ups four times.

In 2025, CB locations, intentionally selected, provided a



practical tools to become force multipliers in the anti-human trafficking movement. Each CB is tailored to address the specific challenges of the region in which it takes place, ensuring the conversations and strategies developed have a lasting impact.

TAT held its first CB in 2012 in Orange County, California and, in mid-2025, held and celebrated its 100th CB in Oklahoma City. For the year, TAT held nine CBs, drawing 554 attendees, with the following percentage breakdown:

combination of strategic opportunity, partner readiness, geographic expansion and sector focus:

■ **Atlanta, Georgia** – Selected as part of the 2026 FIFA World Cup preparation, positioning TAT early in a major host city to strengthen awareness and partnerships ahead of the games.

■ **Winnipeg, Manitoba** – Our first CB in the province of Manitoba, expanding TAT's footprint in Canada and establishing new partnerships.

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- **Oklahoma City, Oklahoma** – Chosen to commemorate TAT’s 100th Coalition Build by locating it in the state where the idea for TAT originated.
- **Tulsa, Oklahoma** – Selected to further strengthen TAT’s presence in Oklahoma and continue targeted outreach to the energy sector.
- **Brooklyn, New York** – TAT’s first Coalition Build in New York, hosted at the request of 2025 TAT Champion New York State DOT (NYSDOT) (see page 24), reflecting strong state partnership and demand for training in this region.
- **Albany, New York** – Again, in partnership with NYSDOT, selected to deepen statewide engagement in New York and extend CB impact to state-level leadership and agencies.
- **Greeley, Colorado** – Chosen for its strong energy industry presence, supporting targeted engagement within the energy sector.
- **Laredo, Texas** – Selected as a key border and freight corridor with significant energy and transportation activity.

Sara Sefried, TAT director of Strategic Partnerships, declared, “The power of the Coalition Build model is in bringing the right people into the same room. When industry, law enforcement, government and community partners sit side by side, awareness quickly turns into collaboration, and collaboration turns into real action against human trafficking.”

“I have been in the trucking industry for almost 40 years in the LTL (less-than-truckload), TL (truckload), car haulers, and now fuel haulers segments, and this was my first exposure to TAT and the issue of human trafficking,” said Eric Scheuneman, Solar Transport. “Industry awareness of the great work being done by TAT and the severity of the issue needs to be a point of emphasis in the transportation community. The greater the awareness, the more eyeballs will bring additional companies to the table.”

Gaining guidance from experienced leaders: *The TAT Advisory Committee*

The TAT Advisory Committee (TAC), comprised of members from diverse backgrounds and experiences, work with TAT leadership and staff and through their individual professional spheres to fight human trafficking. They provide leadership, lived experience expertise, business leadership, resource activation and consultation to TAT’s leadership and team.

In 2025, TAC members were Doug Estrada of Walmart; Kwami Adoboe-Herrera of Teleios, Inc. and a labor trafficking survivor; Tina Arundel, corporate communications leader; Elisabeth Barna, founder of EAB Strategies, LLC; Joy Friedman, founder of The Missing Peace and a survivor-leader; Jodi Godfrey of the Center for Urban Transportation Research at the University of South Florida; Greg Jackson of EverDriven; Kellylynn McLaughlin, professional OTR driver; Tommie J. Reese, Sr., retired, former board member of the International Association of Chiefs of Police; Whilna Stewart-Franklin for UPS Canada; and Arian Taylor, professional OTR driver for Ballard Inc.

Jackson said, “Serving on the TAT Advisory Committee has been both humbling and inspiring. The true strength of this group comes from the diversity of voices at the table. Each member brings a unique perspective shaped by their professional background, lived experience and passion for protecting others. When those perspectives come together, we create smarter solutions, stronger partnerships, and broader awareness across industries. It reminds me that combating human trafficking is not the responsibility of any one sector. It takes collaboration, shared commitment, and the courage to act. I am grateful to be part of a community that turns concern into action and continues to make a real difference in people’s lives.”

Meeting quarterly virtually, the group made significant impact for TAT, not only by their suggestions, but by actions such as securing funding; taking part in training videos; representing TAT on the University of California at San Diego TREDs Task Force; opening doors for TAT

TAT ADVISORY COMMITTEE



Kwami Adoboe-Herrera



Tina Arundel



Elisabeth Barna



Doug Estrada



Joy Friedman



Jodi Godfrey



Greg Jackson



Kellylynn McLaughlin



Tommie Reese, Sr.



Whilna Stewart-Franklin



Arian Taylor

significant industry events and companies; facilitating an introduction at North American Strategy of Competitiveness (NASCO), which resulted in TAT providing human trafficking awareness in preparation for the World Cup games and will provide a distribution channel for TAT sports resources; co-presenting with TAT staff at events; and much more.

“Being part of the TAT Advisory Committee allows me to collaborate with dedicated professionals across the transportation industry who share a passion for ending human trafficking,” shared Godfrey. “I’m especially proud to contribute the transit perspective and provide training internationally that empowers others to recognize and report trafficking, creates meaningful, life-saving impact and helps address such a complex and devastating issue.”



Leading the way: Sapp Bros., 2025 TAT Champion in the Organization Category

TAT Senior Director of Programs and Strategic Initiatives Annie Sovcik presented the TAT Champion Award in the Organization Category at Sapp Bros. managers' meeting in Omaha, Nebraska in December. A TAT partner since 2015, Sapp Bros. has trained their employees, provided philanthropic support and carried out public awareness campaigns throughout the partnership. Their actions have included:

- Hosting two TAT Junction Briefings – the pilot session in Commerce City, Colorado in 2024, and one in Cheyenne, Wyoming in May 2025
- Holding a fundraiser for TAT one month each year, by providing patrons with the option to round up to the nearest dollar and then matching the amount raised. The organization has been a Diamond-level TAT corporate sponsor since 2020.
- Co-branding and creating a human trafficking awareness training video specifically for employees on recognizing and responding to human trafficking at their locations, training close to 700 employees. They have also co-branded several human trafficking awareness graphics and informational messaging that were displayed in print and on all T.V. monitors throughout their locations during National Human Trafficking Prevention Month.

■ Sending Sapp Bros. Marketing Manager Andrea Galvin to sit in with TAT on the Dave Nemo Show in 2024 to speak about the ways the company has partnered with TAT. The Dave Nemo show catered to truck drivers, and Galvin talked about the role frontline workers can play and about TAT's Harriet Tubman Award, which Jessica Chapman, a Sapp Bros. Travel Center cashier, won in 2021.



TAT Senior Director of Programs and Strategic Initiatives Annie Sovcik (left) presented the TAT Champion Award to Andy Richard, CEO of Sapp Bros.



POWERED BY PEOPLE: Debra Hamlin, Bridgestone Senior Manager of Customer Operations and ERS Emergency Roadside Service

Deb Hamlin thinks of herself as a creator of ripples on a pond ... “spreading the influence of ideas and possibilities, hopefully inspiring other to think differently or act boldly.” And that metaphor holds true and gathers energy when it comes to her Bridgestone work in partnership with TAT to engage others in the fight against human trafficking.

“I can’t begin to tell you how many connections TAT has made with Bridgestone teammates and other partners that have resulted in making a difference,” she stated. “I had one person reach back out a year after we did an event together, and she shared the impact the connection had made on her and on her organization.”

Hamlin first heard about TAT around 2017 when she started working for Bridgestone’s Commercial Tire Division. In 2021, she assumed a more active role in helping TAT expand to a Bridgestone enterprise initiative.

TAT Executive Director Esther Goetsch describes her as an innovative implementer, with a ton of energy. “Deb and Josh Holland (TAT’s Board Chairman and Vice President of Dealer Operations and Mobility Deployment for Bridgestone Americas Tire Operations) are the heart of what happens at Bridgestone with TAT,” she said. “If Josh or I have an idea, Deb is the person who tracks down the right person or people within Bridgestone or externally and gets it moving. She’s definitely an engine behind so much of what we do at Bridgestone. She alone has made so many introductions to TAT with dealerships, companies in Canada, the Indy 500, etc.”

While Hamlin serves in leadership roles in multiple organizations and associations that align with her personal values and goals and her career roles at Bridgestone, she shared that she likes working the partnership with TAT “because like me, everyone I’ve met on the TAT team is open to turning ideas into action. You can tell that everyone within the TAT organization believes in the cause. Fighting human trafficking for me is about preserving human rights. When we treat people as a commodity, it undermines humanity at the highest level. I believe we can make a difference by educating one person ... essentially creating that ripple.”

Debra Hamlin



National Truck Driver Appreciation Week: Celebrating drivers!



Each year in September, TAT honors truckers during National Truck Driver Appreciation Week (NTDAW) through multiple social media posts in their honor and providing gifts and gift cards donated by our partners for a variety of items they would find useful and enjoy.

In 2025, during NTDAW week, Sept. 14-20, 18 TAT staff and four major truck stop partners worked together to personally connect with over 500 truckers at 13 locations in 11 states in five days. Participating partners included Love's, Sapp Bros., TA and Pilot. Truck stop partners provided gift cards, and, in some cases, a cookout to show appreciation to truckers for the hard work they perform for all of us. Additionally, OOIDA (Owner Operator Independent Drivers Association) and Blue Tiger USA partnered with TAT to provide giveaways to truckers on Facebook.

Truckers appreciated the attention and gifts with comments like:

"What your organization is doing is making such a difference. I've been driving for 10 years, and the



exploitation used to be constant; now they know there are eyes on them."

"I make those calls every time I see young girls on the lots. Nobody should be out there; we know they don't want to do that. I call. I always call."

"I listen to you all on road dog radio! Love what you do!"

"That is so cool that y'all are out here to thank us. Thank YOU for what you do!"

Youth on Transportation Safety Month: Working together to keep youth safe

After winning the 2024 U.S. DOT Combating Human Trafficking in Transportation Award, TAT's Youth on Transportation (YOT) initiative held its first annual Safety Month in May 2025.

YOT is designed to prevent and interrupt youth exploitation at the intersection of public transit and school transportation by imparting vision to and involving transportation partners in the effort. In the first half of 2025, to help ensure that involvement, YOT provided seven YOT-focused event presentations and one Coalition Build session, reaching over 600 individuals. Event partners included the National Safe Place Network (NSPN), Allied Universal, the Nevada Resort Association, Washington D.C. U.S. Attorney's Office, the Denver Anti-Trafficking Alliance (DATA) and President Lincoln's Cottage.

In its first Safety Month:

- Twenty-two partners participated in the campaign, including 11 transit agencies, six task forces, three state trucking associations, one NGO and one government agency.
- From May 1-31, YOT webpages received 999 visits, marking a 634% increase over April 2025, and a 1,010% increase over May 2024. Page visits came from campaigns in California, Colorado, Illinois and Massachusetts.

"One particularly successful campaign location was in Denver with the Denver Regional Transit District (RTD), DATA and Denver Parks and Recreation," shared Lexi Higgins, YOT manager and director of Industry Engagement for transit, motorcoach and school transportation. "Denver RTD posted 140 signs (co-branded with DATA) on vehicles, included information *(continued on next page)*



Union Station in Denver, Colorado displayed a YOT sign during Safety Month.

(continued from previous page)

on digital displays and social media platforms, created a dedicated YOT Safety Month webpage on the RTD website, and included information in weekly employee newsletters. Meanwhile, Denver Parks and Recreation distributed YOT postcards and stickers at 10 recreation centers across the city.”

She continued, “This collaboration really brought to life the original inspiration and hope for the Youth on Transportation Initiative. We set out with a vision to create

campaigns to reach youth with information about human trafficking wherever they went in their communities and whatever modes of transportation they used. In Denver, our partners began to build just that, where a kid might ride an RTD bus to school and see this campaign, then ride another RTD bus after school to a rec center and see the same messaging. I’m excited to see how we can continue to engage community stakeholders that serve and transport youth to expand the initiative, both in Denver and beyond.”

Leading the way: New York State DOT, 2025 TAT Champion in the Agency Category

Presented at the Commercial Vehicle Safety Alliance fall conference, the 2025 TAT Champion Award in the Agency Category went to the New York State DOT (NYSDOT). Jonathan Nicastro, director of the Motor Carrier Compliance Bureau and the chief bus investigator for the Public Transit Safety Board, accepted it on behalf of the agency.

In presenting the award, TAT Deputy Director and Senior Director of External Affairs Kylla Lanier said the NYSDOT “came out of the gate with everything they had, leveraging, on TAT’s behalf, every network, professional association, board and taskforce with which they are associated, paving the way for TAT to share training and resources.” This included:

- In 2022, having TAT conduct six four-hour law enforcement training sessions for the New York State Police (NYSP) and NYSDOT employees and donating their own speaking time to TAT at the New York Public Transit Association Annual Conference. The following year, hosting a National Human Trafficking Prevention Month webinar for all New York public transportation agencies via the Public Transportation Safety Board, which reached 66 individuals live and roughly 10,000 drivers statewide.
- Adopting all six components of the Iowa MVE Model and adding TAT messaging to all NYSDOT outreach



Jonathan Nicastro (right) received the TAT Champion Award for NYSDOT from TAT Deputy Director and Senior Director of External Affairs Kylla Lanier (left).

presentations. Assigning TAT’s on-demand law enforcement training modules to all NYSP officers who contract with NYSDOT.

- Requesting TAT create one-pagers for the truck and bus industries to send out as part of their “desk audits,” which were then added to the standard packets going out for new entrant safety audits. Crafting an email about TAT’s bus training options and sending it to all bus companies throughout their state.
- Co-hosting and sponsoring two TAT Coalition Builds to create local networks to combat human trafficking.

Mexico Summit: A path to extending training adoption

On Oct. 22, representatives from major transportation associations and companies in Mexico gathered for a high-level, industry, luncheon event to share an in-depth look at Guardianes del Asfalto (GdelA) and encourage everyone to commit to anti-trafficking training.

Sponsored by The UPS Foundation, the event took place at the Museum of Memory and Tolerance in Mexico City, one of the leading human rights museums in the northern hemisphere. Co-hosts of the event included the major transportation associations in Mexico, the DGAF SICT (the Mexican government counterpart of the Federal Motor Carrier Safety Administration) and the Commercial Vehicle Safety Alliance (CVSA), and NGOs TAT, El Pozo de Vida and Consejo Ciudadano por la Seguridad y Justicia.

Rodolfo Giacoman, the Fatigue Management specialist for the Commercial Vehicle Safety Alliance (CVSA), enthused, “This extraordinary event, organized by TAT and El Pozo de Vida, was a success in persuading major motor carriers in Mexico to adopt the Guardianes del Asfalto contra la trata de personas training program. With attendance from major industry associations and some of the largest carriers operating in Mexico, participants benefited from a carefully planned series of presentations and a strong panel discussion. Speakers included leaders from Mexico’s SICT-DGAF, TAT, El Pozo de Vida, Consejo Ciudadano por la Seguridad y la Justicia, and UPS. CVSA was delighted to participate and support TAT’s critical efforts to combat human trafficking across North America.”

Retired SICT member Salvador Monroy, who was instrumental in forming the partnership between GdelA and CANACAR and CANAPAT, said, “In the professional sphere, we constantly face the challenge of pushing beyond our limits and solving organizational problems, many of which do not always have a significant impact on society. However, initiatives such as those of Truckers Against Trafficking, Pozo de Vida, Consejo Ciudadano, and



Participants at the Mexico event were encouraged to commit to anti-trafficking training.

the Federal Motor Carrier Transport Directorate, among other organizations and institutions in Mexico and North America, remind us that there are efforts that truly matter and make a difference. Raising awareness, preventing and combating human trafficking in transportation are examples of social issues that require our attention and joint action, leveraging all available resources to address this serious violation of fundamental human rights.”



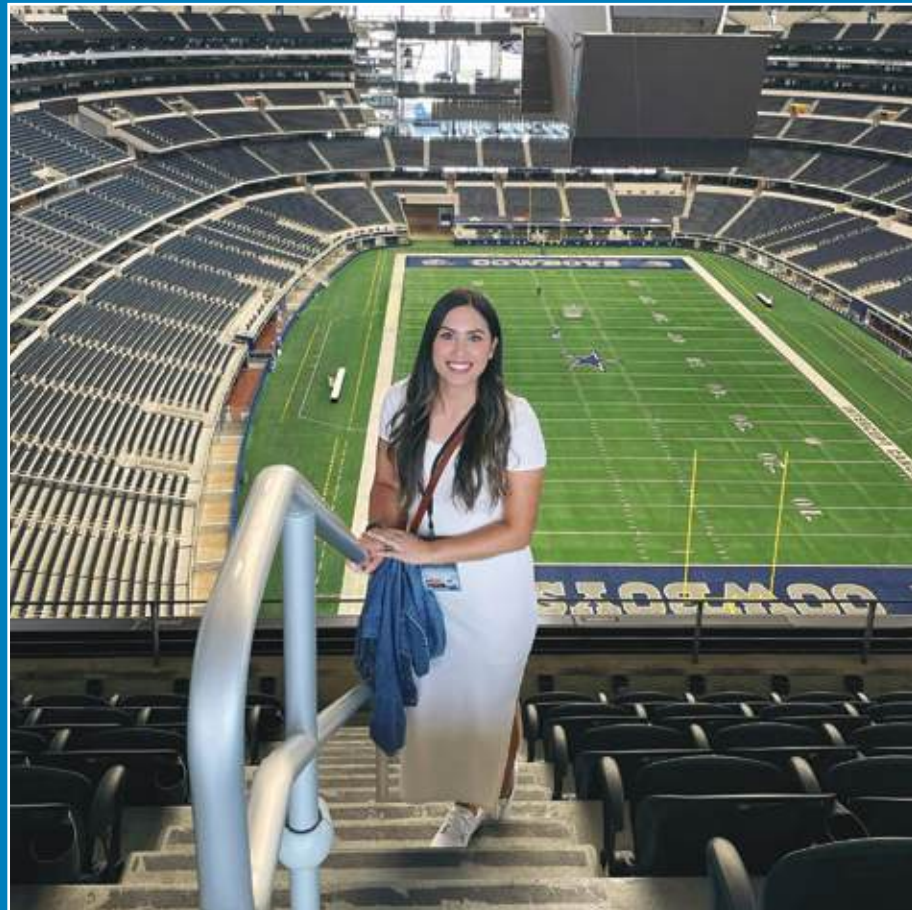
The Museum of Memory and Tolerance in Mexico City featured a lovely outdoor setting for lunch.

POWERED BY PEOPLE: *Vanessa Gauci, Senior Regional Transportation Manager at PepsiCo Foods North America*

While at the park with her family a couple years ago, Vanessa Gauci put her TAT training to use when she noticed three blacked-out SUVs pull up. Approximately seven children exited and ran to the playground. They were barefoot, dirty and disheveled, with red stains visible on the back of their clothing. Several clean-cut, well-dressed men stood near the SUVs, appearing to supervise the children, and no women or mothers were present. The scene made Gauci and her husband uncomfortable, prompting them to leave the park. Gauci immediately submitted a report using the TAT (Truckers Against Trafficking) app.

“The prompt from the National Hotline advised calling 911 if the situation seemed active, so I did,” she recalled. “I provided the dispatcher with the park’s location, a description of what I had observed and the license plate number of one of the SUVs. Shortly thereafter, I saw local news articles about a human trafficking bust that I believe my tip likely helped to uncover.”

She continued, “This experience in the park reinforced the importance of staying alert, trusting your instincts and using the resources available to make a difference. It also highlighted one of the biggest misconceptions people have about human trafficking, which is that perpetrators are obvious or that victims will appear visibly unhappy. The reality, however, is that traffickers can blend in seamlessly, and victims may not show outward signs of distress.”



Gauci began her career with Frito-Lay in 2009 and is part of PepsiCo’s Transportation Center of Excellence Team. She first encountered TAT in 2019 during a live training session at a Frito-Lay site. Later, she attended another TAT session at the Women in Trucking (WIT) conference, which reignited her commitment to the cause. Motivated by what she learned, she spearheaded efforts to expand TAT’s reach from a local level to a national initiative across PepsiCo North America with the support of her executive sponsor, the PepsiCo communications team and other TAT supporters across the organization. Additionally, she ensured her family, including her husband, received the training.

FINANCIALS

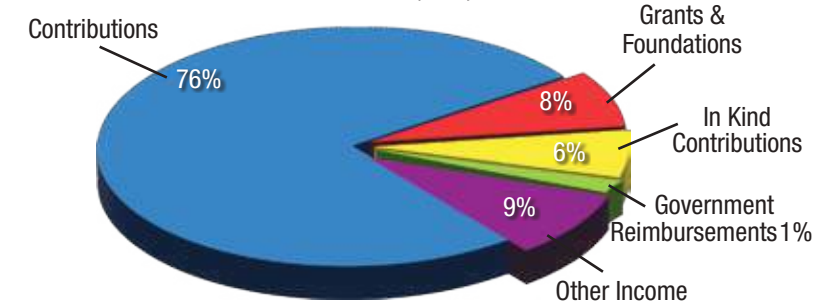
STATEMENT OF FINANCIAL POSITION

As of December 31, 2025

	2025	2024
Assets		
Cash	733,102	4,903,001
Accounts Receivable	365,017	119,273
Investments	5,760,850	1,199,157
Other	125,367	5,545
Fixed Assets	—	—
TOTAL ASSETS	6,1984,336	6,226,976
Liabilities		
Current Liabilities	56,562	48,729
Long-Term Liabilities	—	—
TOTAL LIABILITIES	56,562	48,729
NET ASSETS		
Unrestricted	6,178,247	5,425,243
Net Income	749,527	726,004
Temporarily Restricted	—	—
TOTAL NET ASSETS	6,927,774	6,178,247
TOTAL LIABILITIES & NET ASSETS	6,984,336	6,226,976

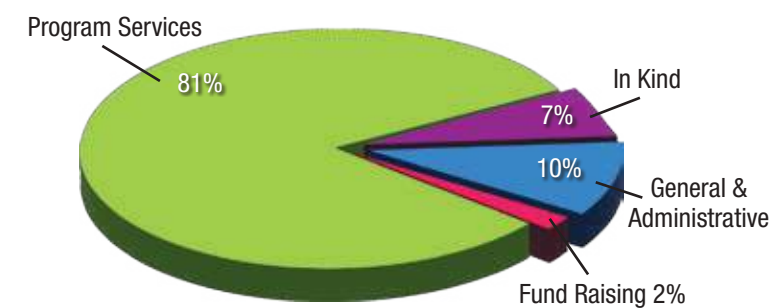
2025 BREAKDOWN OF TAT FUNDING

TOTAL REVENUE: \$3,829,791

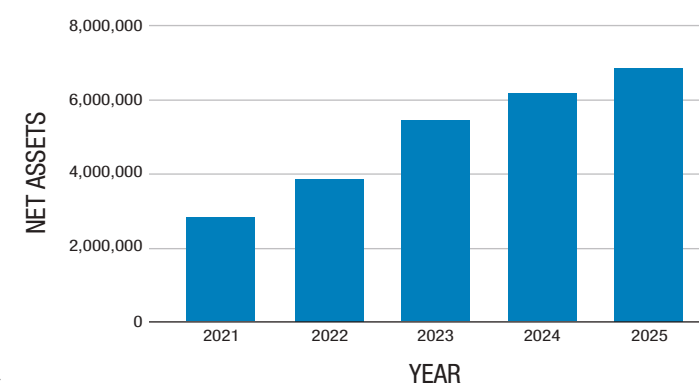


2025 EXPENSES BY FUNCTIONAL CLASS

TOTAL EXPENSES: \$3,105,899



CHANGE IN NET ASSETS



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OUR PARTNERS

While TAT is extremely thankful to all our supporters and donors for helping to make the achievements of 2025 a reality, we'd like to give special recognition to our Driving Force, North Star, Freedom Driver, Diamond, Platinum, Gold and Silver sponsors.

UPS – Driving Force

A TAT partner since 2016, UPS supports TAT at the highest sponsorship level, with their funding impacting all of TAT's work. In 2025, UPS and TAT co-hosted and/or partnered a number of events, including:

- One Atlanta: Driving Collaborative Counter-Trafficking Solutions, held at UPS headquarters, which convened nearly 100 NGOs, business leaders, public agency officials and UPS employees to spotlight the collaborative and innovative counter-trafficking work occurring in Atlanta.
- The 2025 "UPS FDP Hub Tour," with TAT's Freedom Drivers Project (FDP), including Ontario, California; Jacksonville, Florida; Chicago CACH; and Dallas, Texas
- The TAT Atlanta Coalition Build, held at UPS headquarters and co-hosted by UPS (see page 17), with a focus on 2026 FIFA World Cup
- The Mexico Summit (see page 25), encouraging representatives from major transportation associations and companies to commit to anti-trafficking training and approximately 129 drivers (or 1%) disclosed that they have reported a potential human trafficking situation.

The investment UPS makes in the fight against human trafficking empowers the organization's employees to fully commit to the fight. Two UPSers who champion TAT are drivers Ryan Ybarra and Wayne Ponschke, both members of the ATA America's Road Team, and both Truckers Against Trafficking since 2019.

Ponschke, who has worked with UPS 40 years, the last 22 as a driver, learned about TAT when a friend asked him to watch a TAT training video. "I was in 110% at that point," he shared. "I thought, with UPS backing us and being a major sponsor of TAT, we won't have a problem getting support from upper management to get more drivers involved."

In 2020, the pair launched a campaign to certify as many UPS employees as possible through TAT training, and, in one month, working with UPS safety co-chairs, reached and certified over 500. In 2022, they had their first opportunity to transport the Freedom Drivers Project (FDP) trailer from Denver, Colorado to California.

"Wayne and I conducted what we fondly called the 'UPS Southern California World Tour,' pulling the trailer to 11 UPS facilities in five days, from Los Angeles to San Diego and everywhere in between," Ybarra, a 24-year UPSer, recalled. "At each stop, we distributed wallet cards and window decals and encouraged each building to create its own TAT awareness board. The tour culminated at the Ontario Regional Rodeo at my home building. That event marked another life-changing moment when we walked through the trailer ourselves and were able to experience it firsthand. From that moment, we knew this work was our calling."

From 2022 through 2025, the pair logged thousands of miles transporting the FDP trailer to local and out-of-state events. In 2025, they rebranded the Ontario Regional Rodeo and Wellness Fair as Drive to End Human Trafficking, further solidifying their commitment.

Ponschke concluded, "In 2024, I was fortunate enough to make America's Road Team with the ATA, also a huge TAT supporter. Becoming an America's Road Team Captain was a huge honor for me. What it came with was even better: the TAT Ambassador patch, which I wear proudly on one of my UPS uniforms. I have a TAT board set up in San Fernando with all the information people need from TAT wallet cards to window decals and posters. Every one of the 90 feeder trucks in our building has a window decal and, one day, I came in early and put two of the wallet cards on each of the 200 package cars. I've come to the end of my career at UPS, but I'll continue to tell anybody who'll listen about human trafficking and how to put an end to it."



The TAT Atlanta Coalition Build panel discussed World Cup preparations.



(L to R) Wayne Ponschke and Ryan Ybarra



At the UPS Chicago CACH, more than 1200 UPSers toured the Freedom Drivers Project.

Berger North Foundation – North Star Sponsor

“Over the last half a decade, the impact the Berger North Foundation has made while supporting TAT’s mission has been immeasurable,” stated Louie Greek, TAT Training specialist. “They believed in TAT’s systems-change approach and funded initiatives that support some of the most vulnerable populations in our communities. The partnership over the years has been a catalyst in propelling TAT’s biggest efforts to put an end to human exploitation. TAT is grateful for the relationship that has positively impacted so many lives.”

Support from the Berger North Foundation has helped TAT build public-private partnerships through its Coalition Build program (see pages 17-18) and task force engagement, address the demand for sex trafficking through its Man-to-Man Campaign, and deepened and expanded its engagement with Native and Indigenous communities, including in recognition of the overlaps between Missing and Murdered Indigenous Persons (MMIP) and human trafficking.

In 2025, specifically, this funding enabled:

- Six addressing demand-focused presentations, reaching 445 people. These included sessions at the Alliance to End Human Trafficking Conference in Baltimore, Maryland, hosted by the Alliance to End Human Trafficking task force and the Baltimore Mayor’s Office on Human Trafficking; the Greater Rockies Immersive Training on Human Trafficking, hosted by the Montana and Wyoming Attorneys General; and the International Human Trafficking and Social Justice Conference.
- The planning, launch or continuation of anti-trafficking initiatives with 30 state or local task forces in 17 states. Task forces collaborated with TAT on initiatives such as promoting TAT’s law enforcement modules; co-hosting Coalition Builds; presenting at Junction Briefings; facilitating Youth on Transportation Safety Month campaigns; providing in-person training with TAT materials to school transportation and transit providers; reaching out to truck stops; educating their communities with TAT’s Addressing Demand materials; and more. TAT also hosted quarterly

Lunch N Learns for task forces on topics from engaging with community transportation, natural disasters and labor trafficking to addressing demand.

- Participation in three events with Native/Indigenous communities in 2025. In June, TAT’s Freedom Drivers Project was available for the Community Action Against Human Trafficking in the Four Corners event, hosted by the Four Corners K9 Search and Rescue and Navajo Transit on the Navajo Nation in Farmington, New Mexico. This event, which included more than 50 people from various local Indigenous Tribes, as well as TAT partners Marathon Petroleum Company and Walmart Transportation, provided an opportunity to bring together the local Tribal community with energy and transportation stakeholders to discuss ways to prevent human trafficking and help with the issue of MMIP. New Mexico State Senator Shannon Pinto provided opening remarks on the ways local energy and transportation companies can implement TAT’s resources to prevent human trafficking from occurring in the Four Corners area.

In September, TAT Training Specialist Louie Greek spoke to a packed room at the 2025 National Transportation in Indian Country Conference in Phoenix, Arizona. Government representatives from several Tribal nations, as well as multiple frontline workers, attended. In early December, Greek presented to an audience of 300 people at the National Rural Transit Assistance Program (RTAP) Conference in Austin, Texas. RTAP is a national training and technical assistance provider specializing in assisting rural and tribal community transportation systems. TAT has partnered with RTAP since 2019, but this was the first opportunity to present at their annual conference.

TAT also initiated a consultation process with representatives from multiple Indigenous communities throughout the U.S. and Canada to gather feedback on its public awareness materials and hear suggestions on ways to modify those resources to better reach Indigenous youth. TAT will continue to build upon this work in 2026.



Bernadine Beyale, executive director of the Four Corners K-9 Search and Rescue, spoke at the Four Corners event in Farmington, New Mexico.



The Freedom Drivers Project was available for tours out by the booths at the Community Action Against Human Trafficking in the Four Corners event.



TAT Training Specialist Louie Greek spoke on human trafficking awareness at numerous Junction Briefings throughout 2025 like this one at a Love’s facility in Cheyenne, Wyoming.

FREEDOM DRIVER



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DIAMOND LEVEL



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