

2025 HAGAR ANNUAL REPORT

HAGAR


SPORT WEAR

MESSAGE FROM OUR LEADERS

Dear Friends and Supporters,

It is with deep gratitude that we present Hagar Australia's 2025 Annual Report, a reflection of what becomes possible when a community chooses to show up, year after year, for people who need it most.

2025 was a year that tested us and, in the testing, revealed the extraordinary generosity of this community. When the announcement of USAID funding cuts threatened the future of our foster care programme in Cambodia, we were honest with you about what was at stake. Your response was remarkable. **Through an emergency appeal, you not only saved the programme but helped us expand it, reaching more children and families than before.** That is a story worth sitting with: a crisis averted not by institutions, but by people who decided it mattered.

We are also pleased to report continued stability across Hagar Australia and the wider Hagar International federation. **Globally, 1,530 survivors received specialist care and long-term support in 2025, and more than 500,000 people were reached with prevention messages.** Here in Australia, we saw a significant increase in individual giving, a sign of deepening trust and connection with this work that we do not take lightly.

This year also brought change to our board. We farewell Jules Frost, who has stepped into the role of CEO of Hagar International. We want to express deep gratitude to Catherine Jacob who faithfully served Hagar for over 8 years. Joining the board this year are Conny Lenneberg, Phil Curlis-Gibson, and Andrew Hilson, whose experience and passion will strengthen our work in the years ahead.

To every person who has given, prayed, advocated, and stood with survivors, thank you. You are proof that lasting change is built not in single moments, but through faithful, sustained commitment.

With gratitude,

Connie Ridley — Board Chair

Paul Flavel — Executive Director

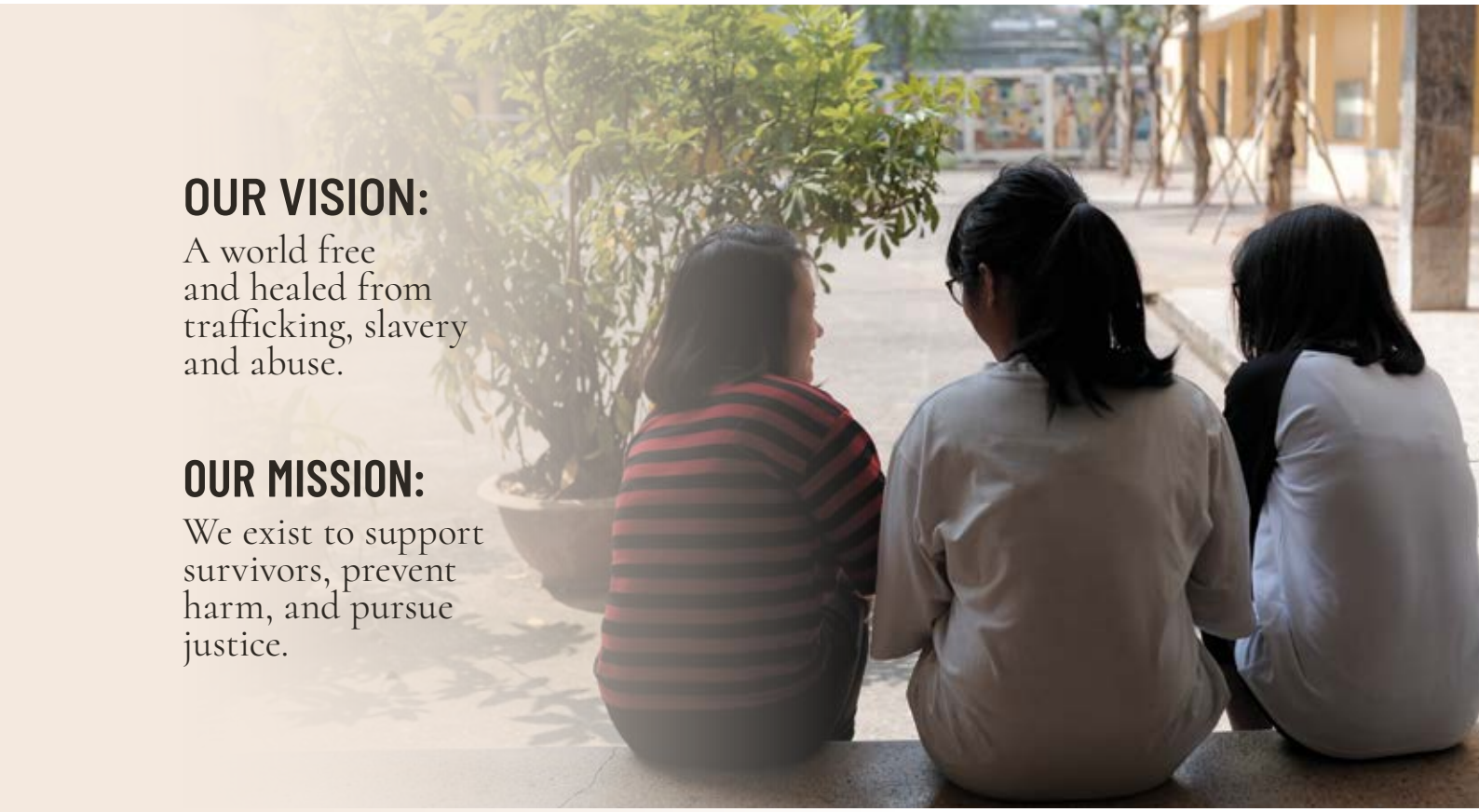




ABOUT HAGAR

The impact of trauma does not end when immediate danger has passed. Survivors often live with fear, isolation, and instability long after the harm they have experienced. Without specialised, long-term support, recovery can feel out of reach.

That is the need Hagar was founded to meet. Since 1994, we have walked alongside more than 30,000 survivors, helping them heal, rebuild, and reclaim their futures. We believe restoration is possible, and we are committed to doing whatever it takes, for as long as it takes, so survivors can rebuild their lives with dignity.



OUR VISION:

A world free and healed from trafficking, slavery and abuse.

OUR MISSION:

We exist to support survivors, prevent harm, and pursue justice.

OUR WORK

YOUR SUPPORT IS CREATING CHANGE THROUGH:



Restoring lives — through comprehensive, trauma-informed survivor care, people can heal, rebuild, and move forward with hope.



Protecting futures — by working at the roots of vulnerability, communities are better equipped to recognise risk, respond earlier, and reduce the likelihood of harm.



Strengthening protection and access to justice — by working with local organisations, survivor leaders, and authorities, systems become more capable of identifying victims, responding safely, and supporting survivors on the path to justice.

WHERE WE WORK

Hagar operates through a locally-led international model, bringing together direct programme delivery, local partnerships, and global support. Our Programme Offices in Afghanistan, Cambodia, Vietnam, Thailand, and Singapore work alongside survivors and communities. In Myanmar and the Solomon Islands, we work through trusted local partner organisations. Our Support Offices in the United States, Australia, New Zealand, Singapore, Hong Kong and Switzerland sustain this work through fundraising, advocacy, and growing international awareness.

Locally grounded and globally connected, this approach keeps us close to the people we serve while building the wider support needed for lasting impact.




Programme Offices
Support Offices
Partner Organisations
SWITZERLAND
AFGHANISTAN
VIETNAM
HONG KONG
MYANMAR
CAMBODIA
THAILAND
SOLOMON ISLANDS
SINGAPORE
AUSTRALIA
NEW ZEALAND

YOUR GLOBAL IMPACT IN 2025

1,530 SURVIVORS RECEIVED THE SPECIALIST CARE AND LONG-TERM SUPPORT NEEDED TO HEAL, REGAIN STABILITY, AND REBUILD THEIR LIVES





726 survivors supported

through employment and livelihood pathways, helping build greater independence and stability

7,706 people received

emergency support to stay safe during conflict and winter hardship

8,354 community leaders and families trained

to recognise trafficking risks, protect children, and respond safely

502,628 people reached

with prevention messages through television and social media campaigns

59 trafficking cases filed

with police and 300 years of prison sentences secured, supporting survivors on the path to justice

SURVIVOR CARE IN ACTION

Healing rarely follows a straight line. Because of you, Hagar can walk the whole journey of restoration alongside survivors — whatever it takes, for as long as it takes.

4,306 counselling sessions
delivered to women, children, and families

931 participants
completed skills training

465 people
secured decent work

527 survivors
received legal support



RESTORATION THAT REACHES FURTHER

In Cambodia, women who have moved through significant stages of recovery are choosing to walk alongside others — as mentors, advocates, and trusted voices in their communities. The Survivor Leadership Network, established in 2024, has grown steadily through structured training, safeguarding, and trauma-informed supervision. This year, the model expanded into Vietnam, taking survivor-led support into a new context and extending restoration beyond the individual to families and communities. When healing is sustained, survivors do more than recover, they help protect others.

Aly's story: A life *reclaimed*

Aly was abandoned at birth. Left in a rubbish bin as a baby, she entered the world without the safety every child deserves. What followed were years of neglect, exploitation, and abuse. As a teenager after becoming pregnant, she was left alone to survive on the streets.

When Aly came to Hagar, she was carrying deep trauma and very little reason to trust. She needed somewhere safe to stay, care through her pregnancy, and people who would not walk away. Healing came slowly, not in a single turning point, but through steady support and small steps forward.

Her daughter was born into that care. As her daughter grew, so did Aly, gaining stability, confidence, and the beginnings of a different future.

When Solika later developed serious health problems, support continued through treatment and surgery. When Aly herself was injured and unable to afford care, it was there again. Each time life pushed back, someone stayed.

Today, Aly is part of the Hagar Cambodia team. She helps organise events, supports children, and continues building new skills. She is also part of the Survivor Leadership Network, using her own experience to walk alongside others at the start of their journey.

Aly's story is not only about what she survived. It is about what can happen when care is sustained over time: trust rebuilt, dignity restored, and a sense of belonging made possible.

"I know I am not rubbish,"
Aly says. "I have value."





What she survived now helps *protect others*

As a young girl in South Asia, Ayesha was sold into marriage. At 14, she was trafficked — lured by false promises of work. What followed could have defined the rest of her life.

Instead, through long-term care and economic empowerment in Singapore, Ayesha rebuilt her confidence, her dignity, and her sense of purpose. Today she is using what she lived through to help protect others — contributing to a survivor-led focus group examining recruitment patterns in the entertainment industry, helping identify deceptive pathways and shape cross-border prevention efforts, so that what was done to her becomes harder to do to someone else.

PREVENTION THAT PROTECTS

Prevention works best when it reaches people before harm does. Your support helped children, families, and communities recognise risk earlier, reduce vulnerability, and build safer pathways forward.

6,999 community and religious leaders
trained to recognise vulnerability, understand trafficking, and support safer community responses

1,355 family members
educated on child rights, safe migration, trafficking, and gender-based violence

103 communities reached
through prevention training and awareness

REACHING MORE CHILDREN, CLOSER TO HOME

In Afghanistan in early 2025, following a request from authorities, Hagar's residential programme for boys who had experienced trafficking and severe abuse was required to close. In one of the world's most difficult operating environments, that could have meant children losing access to care entirely. It didn't.

Hagar moved quickly, shifting support into families and communities. Because this model reaches children where they live rather than in a residential setting, it opened the door to supporting far more boys than the shelter ever could. In total, 397 boys received education, counselling, and vocational training close to home. Around them, 100 community leaders, parents, and teachers were trained to recognise risk and respond well. Protection rooted in family and community is not a compromise. It is often the strongest foundation of all.





Karim's story: A *safer path* forward

At 13, Karim was already working on the streets. As the eldest of ten children in a family under severe financial pressure, he had left school to earn what he could — selling herbs, polishing shoes, and collecting scrap metal. But the street brought more than hardship. Karim lived with constant fear: of abuse, of being drawn into illegal activity, and of the shame that would follow. On some days, older boys offered him money for sexual acts. He was arrested more than once, and each time poverty drove him back to risk.

The turning point came when Karim and his family were connected with Hagar's child protection programme. Through education support, vocational training, counselling, and family follow-up, the pressures shaping his daily life began to ease. Karim started an apprenticeship in tailoring. His parents received psychosocial support that strengthened the whole family.

Today, Karim is no longer facing those risks alone. He is learning a trade, building confidence, and beginning to imagine possibilities that once felt out of reach.

LOCAL LEADERSHIP, LASTING IMPACT

In the Solomon Islands, Hagar's partnership with HOPE Trust has always been about building something that lasts. What began with a single staff member is now a team of 14, with reach into schools, families, communities, and local authorities.

That growth has been intentional. Alongside training teachers and young people in child protection, safe migration, and gender-based violence, the partnership has worked to strengthen safeguarding practice and equip community leaders to recognise risk and respond with confidence.

The result is a locally-led effort with deep roots — and the people, knowledge, and trust needed to keep children safer for years to come.





PROTECTION AND JUSTICE AT WORK

When survivors can access justice, and when the people around them know how to help, outcomes change. You have helped make that possible — through stronger local leadership, deeper partnerships, and frontline responders better equipped to identify victims and respond safely.

499 leaders across partner organisations
trained to recognise trauma and respond in ways that protect and support survivors

113 government officials and policymakers trained in human rights and responses to trafficking

US$89,568 in compensation secured for survivors

BUILDING STRONGER PATHWAYS TO JUSTICE

In Thailand, Hagar's work through the LIFT programme has helped develop a powerful tool within the existing legal system. Psychosocial Assessments translate the human impact of abuse into language courts can use, helping the justice system deliver outcomes that fully reflect the harm survivors have experienced.

The difference this makes is real. Stronger compensation. Tougher sentences. And survivors whose dignity is upheld throughout the legal process. As more professionals are trained, the approach is reaching further — case by case, strengthening the system for all who seek justice through it.

"I document the true impact of their trauma to ensure fuller justice for survivors."

LIFT Social Worker



Rita's story: When evidence opens the way to *justice*

Rita was seven years old when the truth came to light. Through Hagar's work in Thailand alongside the Cyber Crime Investigation Bureau, online evidence of her abuse was discovered, the offender was arrested, and Rita was brought to safety.

What followed shows the power of a justice system working at its fullest. The LIFT forensics team analysed the offender's devices and found a large volume of child abuse material from hidden cameras and secret online groups. The evidence exposed both the scale of the abuse and the criminal network behind it, enabling investigators to build a definitive trafficking case and bring it to court.

The verdict came. The main offender was sentenced to over 27 years in prison, his accomplice to 10 years, and the court ordered 8.4 million THB in compensation for Rita. Today, she and her mother are receiving ongoing care. Her story shows what becomes possible when investigation, legal expertise, and survivor care work together — and when the full truth of what happened is finally heard.





A CROSS-BORDER RESPONSE TO SCAM-COMPOUND TRAFFICKING

It began with a single email.

A Vietnamese man trapped in a scam compound in Myanmar managed to get a desperate message to Hagar's inbox in the US. It included his location. That was enough.

Hagar's US team alerted colleagues in Vietnam immediately. They contacted the National Hotline on Human Trafficking Prevention and pushed for swift action. At the same time, Hagar Vietnam reached out to their trusted partner on the ground — the Yangon Kayin Baptist Women's Association. Despite poor internet and real danger, contact was made. Days later, a government-led operation freed nearly 2,000 people from the compound — including the man who had written that email.

He and 13 other Vietnamese nationals returned home following the operation. For five of them, that return marked the beginning of ongoing care and support with Hagar Vietnam.

This case reflects a growing threat across the region. It also shows what trusted, fast, cross-border partnerships make possible, and why building them matters.



DIRECTORS' REPORT

The directors present this report on Hagar Australia Limited (the Company) for the financial year ended 31 December 2025.

Directors

The names of each person who has been a director during the year and to the date of this report are:

Connie Ridley	(Chair)
Anne Stout	
Conny Lenneberg	Commenced 31 July 2025
Nyasha Hove	(Treasurer)
Suzanne Williams	
Andrew Hilson	Commenced 16 October 2025
Catherine Jacob	Retired 30 June 2025
Jules Frost	Retired 31 March 2025
Marita Ham	
Phil Curlis-Gibson	Commenced 31 July 2025

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated. Sarah Kim has continued as the volunteer Company Secretary.

Principle Activities

The principal activities of the Company during the financial year were to generate charitable giving from Australian donors and partners to support Hagar's work with survivors of trafficking, slavery and abuse in Cambodia, Vietnam and Afghanistan.

There were no significant changes in the nature of these activities during the year.

Short-term Objectives

Hagar Australia is an active contributor to the global Hagar network strategy and has contributed to the implementation of the global Strategic Plan. At the heart of this plan are the following five goals:

1. **Heal - The Whole Journey**
   Supporting women and children to heal from the trauma of trafficking, slavery and abuse.

2. **Empower – Survivor Leadership**
   Empowering survivors of trafficking, slavery and abuse with the knowledge, leadership skills and opportunities to influence others and bring about change.

3. **Partner – Equipping others to deliver best-practice care.**
   Supporting more survivors in more countries across Asia by building the capacity of other organisations to provide survivors with best-practice, trauma-informed care.

4. **Prevent – Practical action in high-risk communities.**
   Using our expertise to invest in practical interventions in high-risk communities to prevent vulnerable individuals from being exploited and traumatised.

5. **Lead – Influence**
   Playing an active role in the global movement to abolish trafficking, slavery and abuse.

Areas of Strategic Focus
Five key areas of strategic focus were developed and adopted to enhance Hagar Australia's contribution to the global goals:

1. Maximise current donor and stakeholder relationships – by nurturing all relationships to their fullest potential.
2. Grow key income streams – by focusing efforts on income generating programs that feed the overall donor pipeline while also delivering a maximum return on investment and providing diversification to manage risk.
3. Strengthen organisational sustainability – through strong financial management that delivers transparency and accountability to donors and the Australian public, development of systems and processes to drive efficiencies, and a strong, positive, diverse and inclusive organisational culture.
4. Maximise brand awareness – through understanding and nurturing donors along the Hagar donor journey, developing powerful marketing materials and maintaining strong sector relationships.
5. Support International development program delivery – by supporting Hagar International Program Offices to identify, develop and implement effective and sustainable programs that support survivors, while also monitoring and evaluating program effectiveness and impact.

Strategic Projects
Our strategic priorities this year focussed on deepening the relationships and collaboration across the Hagar International federation. Together we have developed a detailed plan to grow the collective income to $10 million by 2030. Hagar Australia has mapped out its own contribution to this overall goal and has begun work towards this.
The year focused on the acquisition of new supporters as well as the opportunity to gather existing supporters across a number of events featuring our Cambodian Country Director Sreyna Sam.

Executive Director
Paul Flavel has continued in the role of Executive Director.

Financial Performance
For the year ended 31 December 2025 the Company had a surplus of $31,072 (2024 surplus of $75,327)

Grants income decreased by 37% during the year. Appeals, donations, and gifts income increased by 30%. This continues to be a focus area for 2026.

Distributions to international programme partners saw a decrease of 8%. Fundraising and International Program costs increased by 25% reflecting a stronger marketing focus for potential donors. Administration costs decreased by 3%, mostly due to ongoing monitoring of expenditure and cost savings measures.

Key Performance Measures
The Company measures its own performance using both quantitative and qualitative benchmarks. The benchmarks are used by the directors to assess the financial sustainability of the Company and whether the Company's short- term and long-term objectives are being achieved.

	2025 Actual	2024 Actual
Income per full time staff member	$506,260	$656,365
International Programs as a % of Total Expenditure	57%	63%
Fundraising as a % of Total Expenditure	25%	19%
Admin. & Accountability as a % of Total Expenditure	16%	15%
Community Education as a % of Total Expenditure	2%	2%

DIRECTORS' REPORT

Information on Directors

Connie Ridley – Chair

Connie Ridley has a background in banking, finance and securitization and has worked in Australia, the US and several Pacific Island nations. She is passionate about social justice and committed to bringing change to vulnerable people and communities in Australia and overseas. For the past 30 years Connie has used her experience in finance, international development and strategic planning to serve not for profits organisations in roles such as Chair of Library for All and Director of Hagar International. Connie also served 15 years as a Board member of Opportunity International and 22 years as a Board member of Emerge Women's and Children's Network including serving as Chair for 8 years. She has been awarded Honorary Life Governor of the Royal Children's Hospital in Melbourne.

Marita Ham

A barrister for many years, Marita is passionate about advocating for the rights of victims/survivors and has developed a specialised practice in victims of crime assistance in the Victorian court system. Prior to coming to the Bar, Marita had many years experience as a solicitor in a variety of roles including as a family and criminal solicitor in Byron Bay, corporate counsel at Australia Post, and worked in government in policy for years developing and prosecuting consumer protection laws.

Catherine Jacob

Catherine is an international management consultant with a wealth of experience spanning a broad range of industries. She is the Founder and Director of Footprint Consulting, specialising in business diagnostics, vision setting, strategy development and business improvement. Prior this, Catherine established and was the General Manager for Façade Solutions, a business for BlueScope Steel. Catherine has also worked as a Senior Management Consultant for the Renault-Nissan Group. In her early career, Catherine worked as a structural engineer across Europe and the Middle East.

Suzanne Williams

Suzanne brings legal experience as a former Law Firm Partner and General Counsel for the Sydney 2000 Olympic Games; and expertise in human resource and governance consulting gained at leading International Talent Advisory Firm, Korn Ferry. She consults to and has served on the Boards of several International NGOs, educational institutions, sporting and church organisations.

Anne Stout

Anne is a senior Marketing Executive with over 30 years marketing and strategy experience in corporate organisations including ANZ, Telstra, Australia Post, local and state government and NGOs. Her previous role as Marketing Director at World Vision Australia for 7 years provided the opportunity to serve communities in real need. She is currently Chief Customer and Marketing Officer, City of Greater Geelong. Anne holds an MBA and is a graduate of the Australian Institute of Company Directors.

Jules Frost

Jules is the Civil Society Engagement Advisor at ACMC where she contributes to the advancement of national capabilities to prevent, prepare for and respond more effectively to humanitarian crises through enhancing civil-military-police engagement. An executive with over 25 years of international experience in humanitarian contexts, Jules arrived in Canberra in 2021 from Switzerland where she was based for nearly 10 years working with organizations including World Vision, Medair, and the Core Humanitarian Standard (CHS) Alliance.

Nyasha Hove - Treasurer

Experienced Finance Executive in the Not-for-Profit sector with a proven track record of managing organisational resources and delivering sustainable financial results. Experience has been gained from working in senior finance roles in a diverse range of industries including Consulting, Government and ASX listed retail entities. Passionate about working with value-based organisations and using financial expertise to bring about change.

DIRECTORS' REPORT

Information on Directors

Conny Lenneberg

Conny is an experienced executive in the community and social justice sector, with 30 years diverse international and local experience from field practitioner to executive and governance leadership. Her expertise is across leadership, strategy, and evidence-based community development practice. She is currently a non-executive director of the Gardiner Dairy Foundation and Good Shepherd Australia and New Zealand, and chairs the Advisory Committee of the Centre for Human Security and Social Change at La Trobe University. Her previous roles include Executive Director of the Brotherhood of St. Laurence, Regional Leader for World Vision International in the Middle East and Eastern Europe, and she has served on various Boards and Advisory Committees including the Communities Council of Australia, the Monash University Sustainable Development Institute, the Human Services Skills Organisation, Oxfam Australia and several World Vision International Boards.

Phil Curlis-Gibson

Phil is an experienced strategist and passionate advocate for purpose-driven organisations. Based in Melbourne, he serves as Head of Business at The Contenders, a leading independent brand and creative consultancy. Phil has partnered with leading organisations across diverse sectors to deliver evidence based strategic insight and meaningful brand transformations. Phil has studied Agriculture, Physics, Teaching, Theology, Brand and Marketing and has worked for global Brand agencies in Singapore, New York, Leeds and London.

Andrew Hilson

Andrew is deeply passionate about issues of community, poverty and justice. He has worked across a variety of sectors over 30 years, including corporate finance, international and domestic for-purpose organisations, health and local government. Andrew is currently the Head of Corporate Services at the RSPCA Victoria. Andrew has served on a number of corporate and for-purpose boards, including six years on the foundation board of IJM Australia. He is a graduate member of the AICD and a Chartered Accountant (CA ANZ).

DIRECTORS' REPORT

Meetings of Directors
During the financial year there were 7 meetings.

Board Meetings.
Attendances by each Director**:**

Name	No. of meetings eligible to attend	No. of meetings attended (general & special)
Connie Ridley	7	7
Andrew Hilson	1	1
Anne Stout	7	5
Catherine Jacob	4	4
Conny Lenneberg	3	3
Jules Frost	1	1
Marita Ham	7	6
Nyasha Hove	7	6
Phil Curlis-Gibson	3	2
Suzanne Williams	7	6

The Company is incorporated under the Corporations Act 2001 and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of $100 each towards meeting any outstanding obligations of the entity. As at 31 December 2025, the total amount that members of the Company are liable to contribute if the Company is wound up is $800 (2024: $700).

Directors Remuneration
The Board of Directors and the Company Secretary give their services to the organisation without charge and the organisation does not pay for any services rendered in the capacity of director, secretary or otherwise.

Matters subsequent to the end of the financial year
There were no subsequent matters to report.

Significant Changes in the State of Affairs
There were no significant changes in the state of affairs of the Company.

Dividends
The Company's constitution does not permit dividends and therefore no dividends have been recommended or paid for the year under review.

Indemnification of Office Holders
During or since the financial year the company has not indemnified an office holder against a liability incurred as a result of acting as a director of the company.

This directors' report is signed in accordance with a resolution of the Board of Directors.



Connie Ridley
Chair
Dated the 5th day of May 2026

Hagar Australia Limited

ABN 20 159 198 535

Auditor's Independence Declaration under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Board of Directors of Hagar Australia Limited

I declare that, to the best of my knowledge and belief, during the year ended 31 December 2025, there have been:

(i) no contraventions of the auditor independence requirements as set out in section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and

(ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Saward Dawson

Saward Dawson

Jeffrey Tulk

Jeffrey Tulk
Partner

Blackburn, VIC

Dated: 7 May 2026

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CHARTERED ACCOUNTANTS
Russell Bedford
taking you further
Member of Russell Bedford International
Liability limited by a scheme approved under Professional Standards Legislation

	2025	2024
	$	$
Note 2: Revenue and Other Income		
Continuing Operations		
Appeals, donations and gifts	752,402	578,398
Grants non-government	140,000	294,977
Grants DFAT	218,924	275,456
Bequests	-	-
Total Revenue	**1,111,326**	**1,148,832**
Other Income:		
Interest received	19,321	10,750
Total Other Income	**19,321**	**10,750**
Total Revenue and Other Income	**1,130,647**	**1,159,581**
Note 3: Expenditure		
International Programs		
Funds to international programs	584,327	637,460
Program support costs	46,119	47,333
Employee Benefits Expense:		
Salaries & Wages	-	-
Contributions to defined contribution superannuation funds	-	-
Provisions	-	-
	630,446	**684,793**
Fundraising		
Fundraising costs	69,520	52,503
Employee Benefits Expense:		
Salaries & Wages	178,460	134,113
Contributions to defined contribution superannuation funds	20,934	13,793
Provisions	3,700	5,963
	272,614	**206,372**

	2025	2024
	$	$
Note 3: Expenditure (continued)		
Accountability and Administration		
Administration	90,909	90,213
Depreciation	1,494	1,616
Rent	5,623	4,690
Employee Benefits Expense:		
Salaries & Wages	60,860	59,326
Contributions to defined contribution superannuation funds	7,152	6,674
Provisions	5,167	3,538
	171,204	**166,057**
Community Education		
General Expense	-	-
Employee Benefits Expense:		
Salaries & Wages	22,415	23,607
Contributions to defined contribution superannuation funds	2,638	2,423
Provisions	258	1,002
	25,311	**27,032**
Total Expenditure	**1,099,575**	**1,084,254**
Note 4: Cash and Cash Equivalents		
Cash at bank	**429,595**	**390,836**
Note 5: Other Assets		
Prepayments	21,239	13,218
Accounts Receivable	60,940	7,077
Sundry Debtors	-	-
	82,179	**20,295**



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