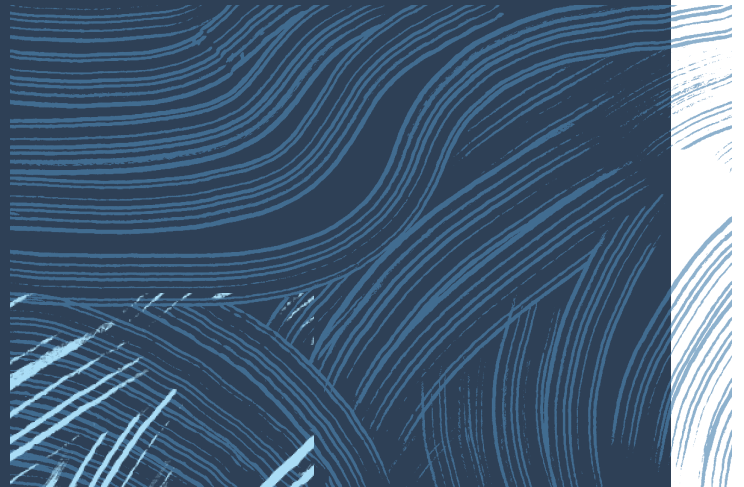


Profitable & Sustainable Freedom Business:

A For-Profit/Non-Profit Hybrid Model



FREEDOM
BUSINESS
ALLIANCE

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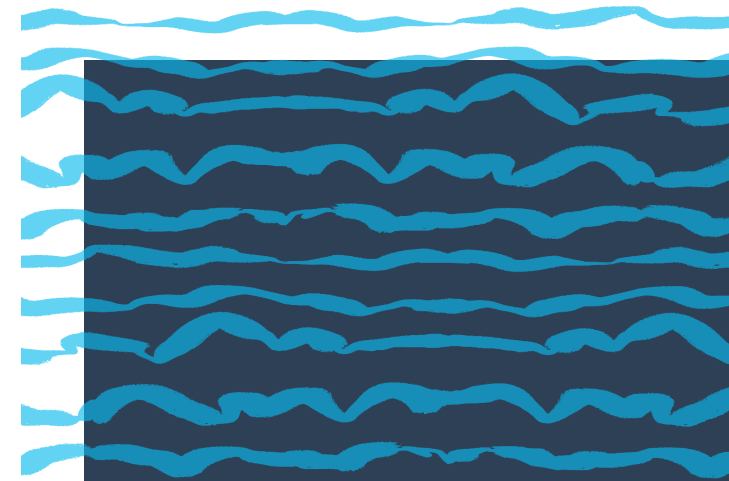
SUSTAINABLE AND SCALABLE MODELS *FOR PROFITABLE FREEDOM BUSINESSES*

From bartering and trading to hedge fund management, business models have taken many forms throughout the centuries. Industrial revolutions fast-tracked wealth generation and wealth management, leaving philosophers to redefine what should be valued in terms of capital gains and losses. Marxism, Socialism, and Capitalism have all been used to ascribe theoretical ideas to humans' physical, social, and financial needs. Unfortunately, the world's economy continues to work with a dependence on global exploitation and labor trafficking.

Milton Friedman, known as the author of today's financial capitalism, garnered support for his laissez-faire approach to free markets in the late 1960s. For the last 50 years, financial resources have outpaced natural resources and labor markets to a tipping point of concern. Some economists have attempted to provide viable solutions to the social and environmental costs of big business, but private enterprise has been slow to answer challenges to these threats and avoided true accountability outside of successful profit margins (Roche & Jakub, 2017).

Globalization has impacted nearly every aspect of modern society, and private enterprise is no exception. The International Labor Organization estimated that in 2022, 86% of forced labor cases were imposed by private actors, 23% from commercial sexual exploitation and 63% from other private economic sectors (ILO, 2022). Anti-trafficking efforts have recently noted the importance of safe employment to mitigate exploitation and as the Freedom Business movement grows, organizations are experiencing the financial stress of social and emotional services as they assume high costs for rehabilitative working environments.

It is necessary to engage corporate enterprise as a needed anti-slavery actor in today's world. More businesses committed to healing-centered employment and safe working conditions are critical for thriving communities. Their financial systems, however, must be viable in order to sustain and scale employment opportunities. The following paper will discuss the basis for this study, findings from successful stakeholders in the Freedom Business space, and recommendations for best practices within Freedom Business models.



Literature — *Review*

TRANSITIONING BUSINESSES TO ENVIRONMENTAL, SOCIAL, AND GOVERNANCE STANDARDS

Social enterprise has grown in popularity as a new concept that combines financial goals with social responsibility. With some growing pressure from a younger consumer base demanding accountability from the private sector alongside economic policies incentivizing social good, companies are grappling with how to position their impact within the message of their organizational values. Previously labeled *corporate social responsibility (CSR)*, companies have now transitioned to producing *Environmental, Social, and Governance (ESG)* reports to explicitly share their multifaceted impact with stakeholders.

ESG reports tell narrative and financial stories of diversity initiatives, employee development, social impact, environmental sustainability, and philanthropic effort. Companies with a large carbon footprint (e.g. airlines) try to off-set their negative impact on the environment by offering a positive ecological activity (e.g. planting trees). As consumers begin to challenge the behaviors and practices of corporations, the business world has been forced to reconcile ESG policies with customer demands.

André (2015) writes that benefit corporations may lead to corporate greenwashing, creating unique challenges to traditional corporate structures and complicating the ability for traditional corporations to “do good” through their particular enterprises. Greenwashing, or embellishing the social or environmental values of an organization in order to appeal to customers, is found more frequently in the most profit-driven companies (Wu, et al., 2020). Ramus and Montiel (2016) found that statements of corporate commitments to environment policies did not correlate with policy implementation. Some research suggests that bundling governance mechanisms (diversified board, an existing CSR committee, institutional investors, etc.) increases the likelihood of CSR reporting, while board independence decreases that likelihood (García-Sánchez, et al., 2021).

Many legal analysts argue that benefit corporations fail to empower stakeholders and have perpetuated a negative perception of traditional corporations. For example, John Elkington, who framed the term “triple bottom line” (TBL) in 1994, suggested companies should be measuring their financial viability against the social and environmental cost of their business models. The *Harvard Business Review* published an article by Elkington 25 years later, however, essentially “recalling” his concept after watching dozens of measures designed to assess social and environmental costs be used as companies’ trophies rather than effective outcomes.

“Together with its subsequent variants, the TBL concept has been captured and diluted by accountants and reporting consultants. Thousands of TBL reports are now produced annually, though it is far from clear that the resulting data are being aggregated and analyzed in ways that genuinely help decision-takers and policy-makers to track, understand, and manage the systemic effects of human activity.

Fundamentally, we have a hard-wired cultural problem in business, finance and markets. Whereas CEOs, CFOs, and other corporate leaders move heaven and earth to ensure that they hit their profit targets, the same is very rarely true of their people and planet targets. Clearly, the Triple Bottom Line has failed to bury the single bottom line paradigm (Elkington, 2018, n.p.)”

The question remains, then, of how companies desiring to follow the triple bottom line philosophy can truly make a meaningful impact on social and environmental goals while also watching profits sustain their business endeavors. This research seeks to answer that question, as well as provide insight directly from interviews with businesses practitioners employing survivors of human trafficking and those at risk as it relates to building a sustainable business model with social significance. The following paragraphs will define important terms and provide a foundation for the purpose for this study.

DEFINING *FREEDOM BUSINESSES*

There has been much debate in recent years about how to define and categorize businesses which employ and/or benefit survivors of human trafficking and those at risk. Freedom Business Alliance, a consortium of these businesses located across the globe, has sought to narrow the scope of these categorizations, defining a *Freedom Business* as a business that “exists to create employment opportunities for survivors of human trafficking and those at risk, with intent and operations that uphold the Freedom Business Code of Excellence” (Freedom Business Code of Excellence, 7).

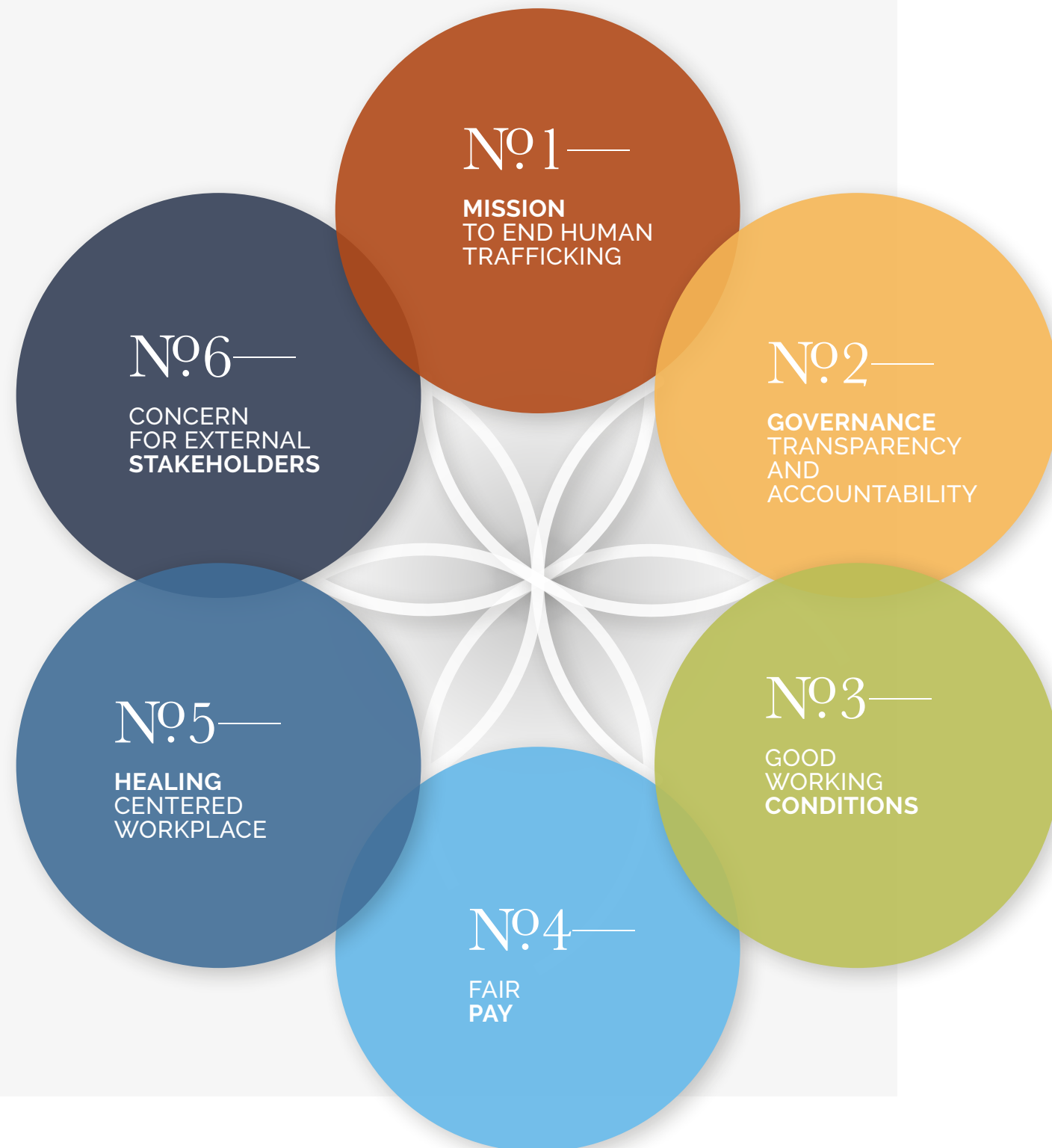
Historically, businesses seeking to impact human trafficking have directly employed survivors while others donated specific profit margins to anti-trafficking efforts. There is a wide spectrum of business models which aid the modern abolitionist movement and until recently, there has been no governance around standards for best practices in anti-trafficking employment. The Freedom Business Code of Excellence, published by Freedom Business Alliance in 2022, outlines four different types of businesses that engage in business for the purpose of ending human trafficking, all of which center on the creation of jobs for survivors and those at risk. The following table describes each of these categories.

TABLE 1.

DESIGNATION	DEFINITION
FREEDOM BUSINESS ENTERPRISE	A FREEDOM BUSINESS ENTERPRISE EXISTS FOR THE PURPOSE OF DIRECTLY EMPLOYING SURVIVORS OF HUMAN TRAFFICKING AND THOSE AT RISK. THESE ORGANIZATIONS OFFER MORE THAN JUST A JOB, BUT A PLACE OF HEALING AND GROWTH, GOVERNED BY THE FREEDOM BUSINESS CODE OF ETHICS. THESE ORGANIZATIONS FORM THE CORE OF THE FREEDOM BUSINESS MOVEMENT.
FREEDOM BUSINESS CHAMPION	A FREEDOM BUSINESS CHAMPION IS AN ORGANIZATION THAT SUPPORTS, FACILITATES, AND EXTENDS THE WORK OF FREEDOM BUSINESS ENTERPRISES, PRIMARILY IN THE AREA OF GENERATING MARKET DEMAND FOR THEIR GOODS AND SERVICES.
FREEDOM BUSINESS INITIATIVE	A FREEDOM BUSINESS INITIATIVE EXISTS TO CREATE JOBS FOR SURVIVORS OF HUMAN TRAFFICKING AND THOSE AT RISK. IT IS UNDERTAKEN BY AN ORGANIZATION WHICH EXISTS FOR SOME OTHER CENTRAL PURPOSE, BUT HAS ELECTED TO HELP END HUMAN TRAFFICKING THROUGH JOB CREATION AS A PART OF ITS COMMITMENT TO CORPORATE SOCIAL RESPONSIBILITY.
FREEDOM BUSINESS STARTUP	A FREEDOM BUSINESS STARTUP IS A FREEDOM BUSINESS THAT HAS NOT STARTED OPERATIONS OR HAS BEEN INOPERATION FOR LESS THAN 12 MONTHS.

In 2021, Freedom Business Alliance conducted a broad analysis of existing practices within the various Freedom Businesses designated above. The organization hosted a number of roundtable discussions, which led to the alliance of businesses outlining six key commitments of Freedom Businesses. These commitments shown in Figure 1 will be discussed in more detail in the paper’s recommendations.

FIGURE 1.



PATHWAYS TO EMPLOYMENT FOR *TRAFFICKING SURVIVORS* AND *THOSE AT RISK*

While anti-trafficking organizations are certainly engaging vocational training as an integral part of their programing, it is necessary to evaluate the effectiveness of these vocational training programs to consider a survivor’s hireability within the overall context of his or her country’s economic sector. A critical 2018 study by Chab Dai and Emerging Markets Consulting outlines pathways to employment for survivors of human trafficking in Cambodia. While Freedom Businesses and social enterprises overwhelmingly recruited hires from NGO referrals (71% for Freedom Businesses and 67% for social enterprises), there were zero commercial businesses included in the study which utilized NGO referrals for employment. Commercial businesses did, however, use relational referrals (“referral from a friend”) 62.5% of the time in their hiring practices (Chab Dai, 2018).

This study also analyzed the projected market growth of Cambodia by sector, and found that vocational training programs represented a lack of alignment between the subject matter of their training compared to Cambodia’s projected growth per sector (p. 9). Soft skills training is an essential component of job readiness, with employers across sectors and across regions of the world consistently citing interpersonal skills, customer relations, intrinsic motivation, and organization as important characteristics of an ideal employee (Chab Dai, 2018). Soft skills and life skills incorporate the psychosocial, cognitive, and task-specific competencies which promote gainful employment for survivors. With the complexities of trauma impacting the employability of survivors, this groundwork in rehabilitation programming is critical to the long-term success of men and women reintegrating to society (Tsai, et al, 2021).

SURVIVORS' VOICE IN *EMPLOYMENT TRENDS*

Another analysis from Chab Dai's 10-year Butterfly Project Longitudinal Research (BLR) considered data from interviews with survivors in direct shelter care in Cambodia. Cordisco Tsai, et al. (2018, p. 152) published three main limitations in vocational training and business development services:

1. *Vocational training classes did not equip women with the skills needed to succeed professionally.*
2. *Working part-time in a social enterprise was perceived as a distraction from developing skills that are marketable in the Cambodian context.*
3. *Although women appreciated start-up capital for business development, many did not succeed or decided not to try to start a business because they felt under-prepared.*

Overwhelmingly, survivors expressed disappointment with non-transferable skills development for the work they hoped to enter in Cambodia. They also shared gratitude for the financial support to start their own businesses, but felt hesitant or uninterested to become entrepreneurs after watching many of their friends fail at their business endeavors. There was a disconnect between shelter staff, business equipping, and sustainable employment for survivors.

The following paragraphs will explore the rationale behind a study specific to Freedom Business models and their economic viability. The study will discuss challenges to existing Freedom Business models, including legal, operational, and financial constructs that impact the effectiveness of Freedom Businesses. Finally, this paper will present a model for Freedom Business to utilize in moving towards sustainability, profitability, and measured impact.

Methodology



This research is the continuation of a two-phase project commissioned by Freedom Business Alliance (FBA). First, the author reviewed current literature and working definitions alongside existing data surrounding the economic approach to anti-trafficking efforts. A Freedom Business Code of Excellence emerged from roundtable discussions with global practitioners. This Code of Excellence outlined parameters of Freedom Businesses (e.g. defining at-risk populations) and proposed their functional guidelines (e.g. living wages). Anti-trafficking organizations with social enterprise structures had requested a standardized code of ethics and Phase 1 of this research delivered these standards to Freedom Business practitioners.

The objective of the following research was to collect existing resources and feedback from Freedom Business executives related to best practices in social enterprises connected to anti-trafficking efforts and to then disseminate to a broader audience outside of the Freedom Business Alliance. This study designed a framework for sustainable and potentially scalable Freedom Business models (i.e. business models for anti-trafficking organizations engaging social enterprise). The research looked at three main pillars of social enterprise: financial strategies, legal entities, and operational practices. The frameworks developed around these pillars will better inform anti-trafficking NPOs/NGOs as they develop and establish businesses as a part of their prevention, rehabilitation, or repatriation strategies.

PHENOMENOLOGICAL METHOD

For the purposes of this research, the author adopted a phenomenological approach to data collection (Moustakas, 1994). This particular research technique uses guiding, but open-ended questions to understand the lived experiences of research participants, looking to draw conclusions from similar reported accounts related to textural descriptions (what the individuals experienced), structural descriptions (how they experienced it), and the essence of a particular phenomenon (how shared experiences lead to particularly consistent drawn conclusions or ideals). In the case of this paper, the sample size of the research was relatively small ($n=17$), and recommendations relied heavily on the success and profitability of certain business models described by research participants.

SAMPLE AND RECRUITMENT

Freedom Business Alliance (FBA) assisted with the recruitment of its constituents for the initial interviews with this study. Informants self-identified as willing participants, and had already participated in data collection in the form of roundtable discussions. A trusted relationship was built between roundtable participants and FBA during Phase 1 of this study. Convenience sampling was first used to contact participants within the researcher's network. Snowball sampling was then used to reach beyond the initial network for other professionals who could offer their expertise.

Subjects for Phase 2 of this study (the study at hand) were each members of FBA or their stakeholders, or were connected to FBA through shared projects around the world. Additionally, the author identified professionals from the field of finance, non-profit management, entrepreneurship, academic research, or other related fields pertinent to designing a business model canvas to promote profitability for businesses incurring significant costs for employing individuals facing unique challenges to accessing safe employment. The author began recruiting participants from within her network of business faculty and anti-trafficking research (ex. Lipscomb University College of Business, Christian Business Faculty Association, Freedom Business Alliance, etc). A multimedia release and an informed consent form ensured the safety of participants as they understood any legal, physical, or emotional risks associated with the study.

DATA COLLECTION

Research participants were identified based on their experience in a professional field directly related to employing survivors of human trafficking and those at risk (business owners, non-profit leaders, finance brokers, academics, etc.). Demographic information, relevant experience, and time in the respective field of expertise were collected from each research participant. Informed consent documents were also emailed to each participant prior to conducting interviews, and signed copies were returned to the researcher to be stored in an online, password protected folder. Interviews were conducted via Zoom, and meetings were recorded using the software Audacity in order for the researcher to review information revealed through interviews. The Zoom meetings were then saved in a password protected file.

DATA ANALYSIS

The researcher coded the data according to recurring themes based on the conversations in the interviews, noting particular points of relevance to developing a business model canvas for Freedom Businesses. Quotes from the interviews were transcribed into a separate document, removing all identifiers. The identity of all research participants was kept confidential. Two follow-up surveys were sent to research participants in order to confirm the findings from interviews and take a more pictorial view of the research data. The surveys revealed the same amount of diversity among Freedom Business models as the codes from translated interviews.

LIMITATIONS

This study engaged active members of Freedom Business Alliance who self-selected to participate in an interview process. Although professionals outside of FBA were also consulted for this research, they represent a convenience sample and many had no experience with Freedom Businesses specifically (but rather social enterprise more broadly). This study only included Freedom Businesses enterprises, as defined above.



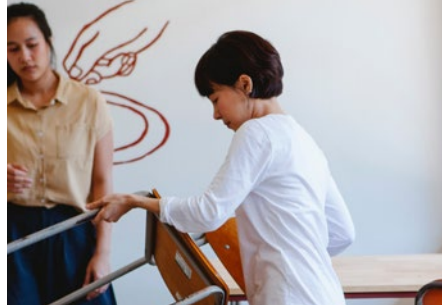
Results



Research participants were asked a variety of questions that followed a similar format related to their legal, operational, and financial constructs. The first set of questions that were posed to Freedom Business leaders involved issues of legal registration and establishment in a variety of formal and informal economies around the world. The author wanted to understand how businesses could best be established in their countries of service, and what challenges particular legal entities may pose on the success of the businesses.

The next set of questions focused primarily on the operational functions of the Freedom Businesses. Questions around ownership, trauma-informed programs, day-to-day challenges in carrying out the activities of the businesses, and relationship management were asked to better understand the dynamics within the workplace. Business leaders shared openly about cross-cultural navigation between staff and employees, reintegration challenges for employed survivors, as well as strategies for pursuing productivity alongside healing-centered workplace norms.

Finally, the author explored the financial models of each Freedom Business, hoping to better understand the vast expanse of costs involved with employing individuals with unique trauma histories. Business leaders discussed barriers to investment, access to target markets, challenges to scaling their businesses, and comprehensive services for survivors. The following paragraphs discuss several themes that emerged from participant interviews.



LEGAL CONSTRUCTS

Freedom Businesses employ a variety of legal structures when registering with local governments. While the unique details of each registration were different, every Freedom Business involved in this research had found it most advantageous to register both as a private business (LLC, sole proprietorship, private limited company, social enterprise, etc.) alongside a non-profit registration (501c3, society, foundation, etc.). It was not necessary to have both entities registered in the same country, however. Each legal construct was unique to the country of origin for the Freedom Business, but a consistent challenge for those working within informal economies was the ability to set up foreign-owned businesses.

All but one of the participants were businesses that used foreign workers to carry out operational duties, so visa issues were repeatedly named as an important factor in legal registration structures. For those working in developing countries, one barrier to business registration included accurately reporting taxes and navigating bribes within the tax system. Another barrier businesses faced was a requirement to have a certain number of national staff in leadership. One business shared that for their business to scale, it would have to be registered fully as a national-owned business with a working relationship to foreigners, but with no formal foreign involvement documented.



Business leaders felt great tension with registering their entities with full transparency and ethical processes while navigating the social laws around them. Where an organization has international leadership, nationally registered foundations or nonprofits are great options for generating donor support and covering the costs of social programs, but money cannot be moved from these organizations, so investors cannot be engaged with this type of structure. It is pertinent to suggest that nationally-led organizations are able to mitigate many barriers to registering organizations and moving money from the organization to the programming needs, especially in the Global South.

True for-profit businesses have the benefit of potentially engaging investors, but have a host of other challenges involving taxes, visas, and an imbalance of foreign- and national-owned percentages of the companies. It appeared from the research that these particular cultural challenges informed the legal structures of Freedom Businesses just as much if not more than the profitability of the structures themselves. The majority of Freedom Businesses had paid for legal consultation within their countries of operation, while two businesses were able to utilize free consultation as they registered (see Appendix B for legal consultation resources).

OPERATIONAL CONSTRUCTS



For this research, Freedom Business practitioners were primarily based in South Asia ($n=5$), with one business represented from Southeast Asia, one from Europe, and one from South America. Businesses were also primarily foreigner-owned ($n=5$), which has a significant impact on the operational functions of the businesses, but also the legal and financial constructs as well. Businesses were mostly engaged in the textile industry ($n=5$), and offered direct care to survivors ($n=6$) rather than outsourcing that care to a different entity. The following discussion will highlight the particular training programs, interpersonal challenges, and trauma-informed programming employed by the different Freedom Businesses.

Personal development training. As highlighted in the literature review, soft skills are a critical component of job readiness. Emotional and relational interventions are also critical to healthy workplace norms and practices. Freedom Businesses are offering a variety of training opportunities for their employees alongside trauma-based therapies as a part of holistic development strategies (Figure 2).

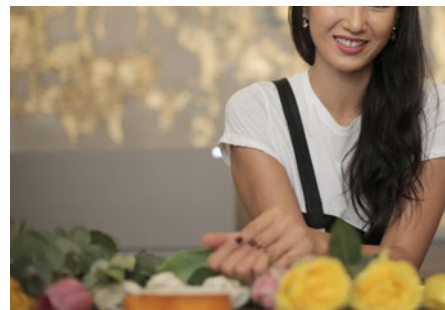
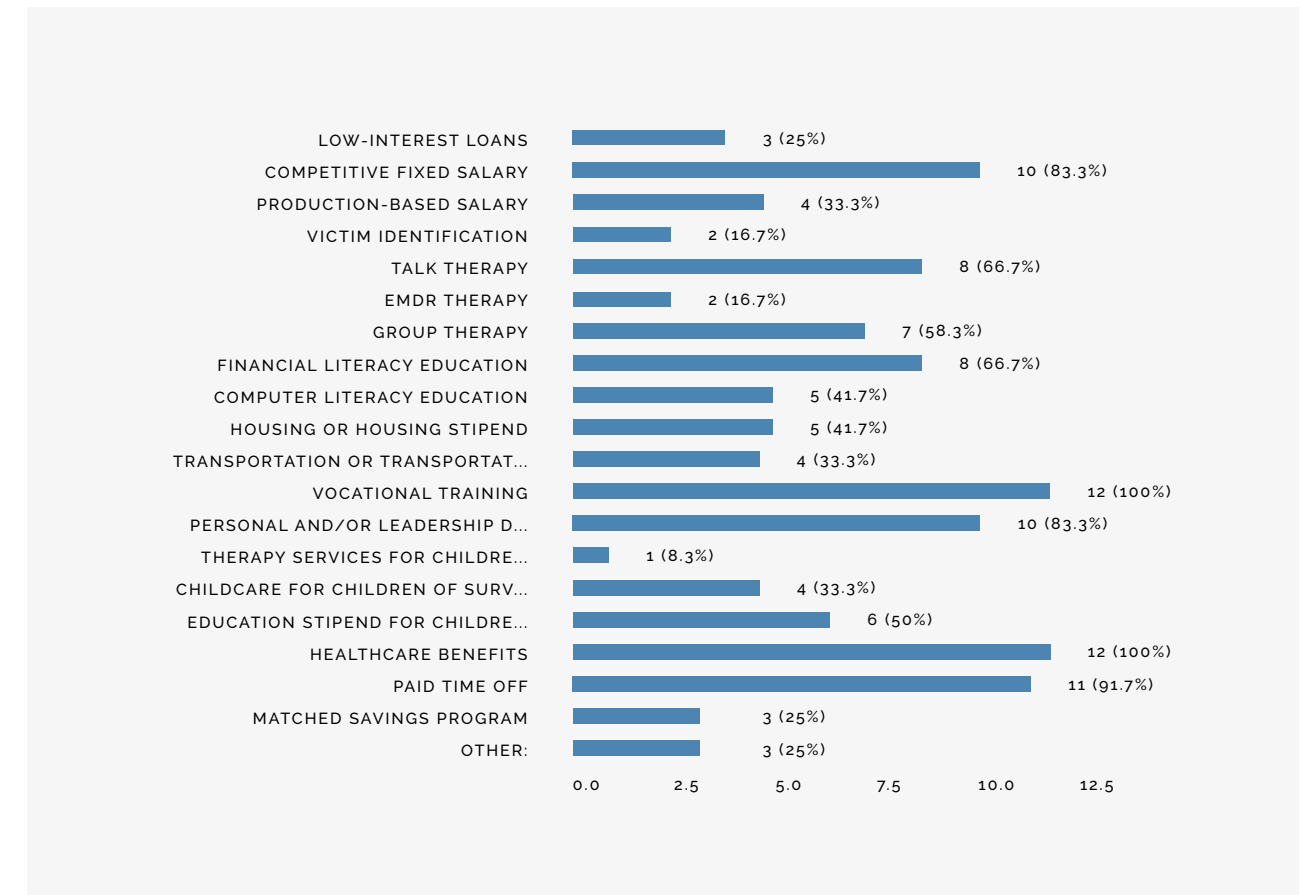


FIGURE 2.



Each business had a unique approach to serving its survivor-employee base. Outside of vocational training and healthcare benefits, each business structure stood alone in its overall employment model (which will be discussed in a later section). Each of the components in Figure 2 affect the financial structure of the business. However, it is important to note here that the day-to-day rhythm of Freedom Businesses is much more complex than a traditional for-profit business corporation that is strictly profit- and production-driven.



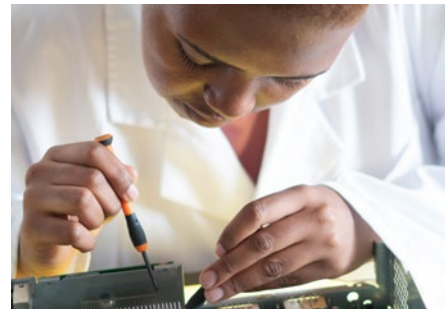
It is also important to make a connection between foreign-owned entities and the opportunities for survivors to gain leadership positions or financial stakeholder value. As mentioned above, only one of the research participants was a nationally-owned and operating Freedom Business. The director noted that if foreign organizations would develop local leadership, the leaders could function anywhere in the world. But when a business is dependent on the foreign leadership being in-country, when that individual leaves the country, the entire organization shuts down. This director also noted that when an organization is dependent on foreign funds for operating costs and executive salaries, it makes the business fragile.

Family dynamics. It has been well documented that one of the most influential push factors leading individuals into exploitative work environments is related to the social pressure to make money for one's family (Pinkston, 2019). In communities where individuals are targeted for trafficked labor, cultural pressures are combined with economic pressures to incentivize men and women to travel for unsafe jobs. Once these individuals reach the employment opportunities of Freedom Businesses, they may experience a frustration with a focus on therapeutic interventions or close to minimum wage pay, complicated by their relationships with family members back home expecting wage earnings to be shared with the broader community.

“Running a social enterprise like ours means being fully involved in the lives of these individuals... connecting with these families, sensitizing them to the value of the girls’ needs and their work value. It’s not just about getting them married so that they can stay home.” -Freedom Business Leader

Unfortunately, only one of the research participants reported the capacity of the business to engage in grassroots, community-based education like this. Many more participants expressed the challenge of educating survivors on financial independence and prioritizing the employee's daily expenses before sending his or her salary home to be managed by a family member. More research needs to be done to better understand effective bridge-building strategies between survivors and their families to reduce mental health stigmas and address financial benefits to sustainable incomes.

Interpersonal relationships. Freedom Business practitioners reported the challenges of interpersonal relationships in the workplace as a significant stressor to the business. For businesses established in diverse communities, tribal tensions were common in the dynamics of the workplace. Language barriers also prevented survivors from working cohesively, and foreign leadership often struggled to understand the interpersonal challenges that were presenting from a diverse employee base.



FINANCIAL CONSTRUCTS

This research was born out of a concern for the profitability of current Freedom Business models. As was mentioned in the previous section, Freedom Businesses are accounting for a great deal of costs outside the parameters of traditional corporations. The following paragraphs will discuss further challenges that pose a threat to the fiscal viability of Freedom Businesses across the globe.

Markets. There were no Freedom Businesses included in this research which reported a strictly local target market. Each of the businesses were engaging international markets in some meaningful way. Some businesses used a wholesale model selling directly to retailers abroad. Others favored a consignment model where individuals could gain access to their products for special events or one-off sales, then return the remaining product with a payment for the goods that were sold at these events. Because many of these businesses are small to medium enterprises (SMEs), they were significantly impacted by the effects of COVID-19 mandates and shifts in international export trade norms. Rather than shipping large quantities of items abroad via ocean freight, some businesses have resorted to smaller packages sent via international or local postal services.

Investment dollars and grant funding. Out of semi-structured interviews with Freedom Businesses, there were no participants who said they were currently engaging investors for their businesses due to several limiting factors. First, production took place in small batches, so scaling the business was a challenge. Next, the legal structures discussed above concerned investors who did not trust the registration system or their ability to capitalize on their investments into a company registered as a foreign entity. While others hinted at this fact, one Freedom Business leader explicitly shared a concern of losing control of the business by accepting a relationship with investors. Overall, there was a sentiment of hesitance and a lack of confidence around engaging investors for Freedom Business expansion.

Mental health also greatly impacted the workplace, with complex post-traumatic stress disorder (C-PTSD) being a common diagnosis for survivor-employees. The side effects of C-PTSD may lead to depression, anxiety, emotional dysregulation, or other symptoms that affect working relationships and productivity. Research participants overwhelmingly reported at least yearly trauma-informed care training for staff at Freedom Businesses, but shared that workplace disputes were common because of the unique presentation of trauma from the employee base.

Some businesses used operational modalities like regular work breaks for breathing and mindfulness strategies, puppetry, movement, and storytelling for stress management, and one-on-one counseling each week to assist with the growth and development of employees. Cultural challenges are ever present, however. Trust is often more “horizontal than vertical” as one Freedom Business leader put it, so often female employees do not want to step into leadership positions because they do not want to become a friend’s superior. Many women employed by Freedom Businesses (women are the predominant employee base) are also mothers, and their own traumas impact their ability to appropriately manage the emotions of their children. Childcare, then, becomes an added responsibility of a holistic employment model for Freedom Businesses.



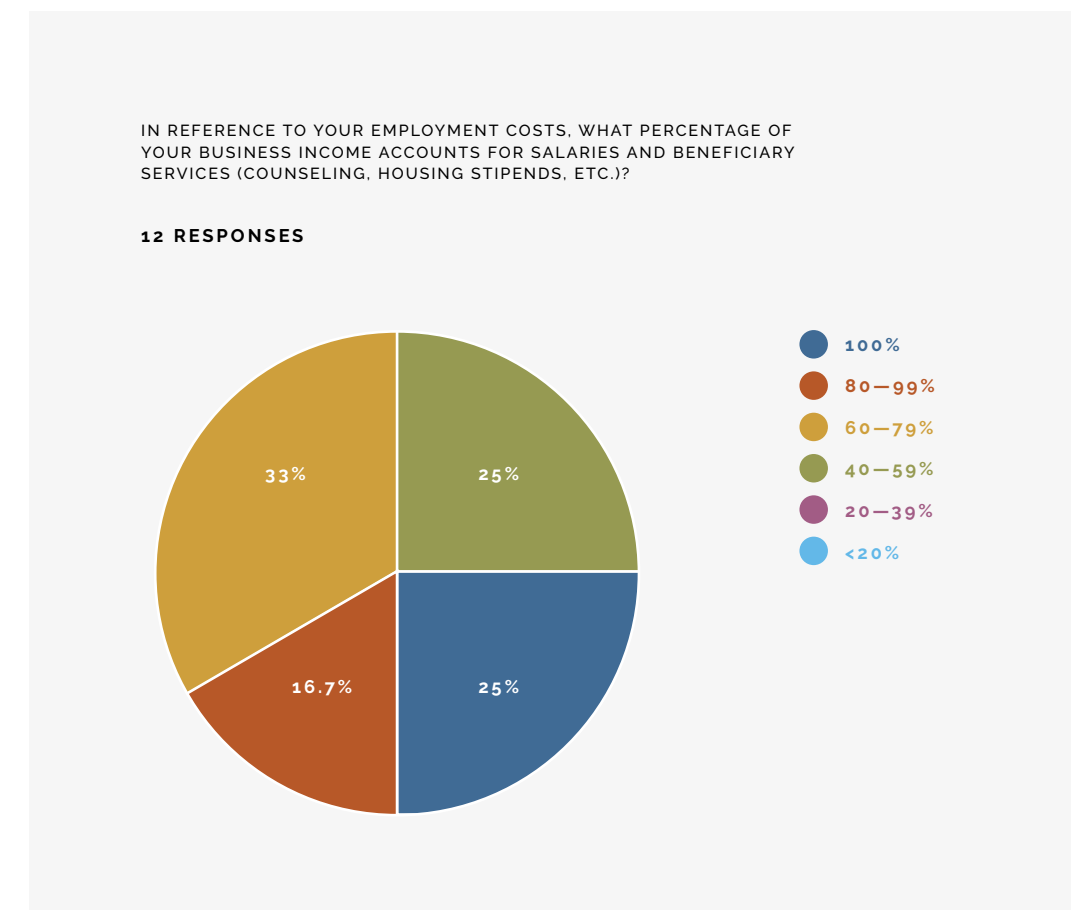
Pursuing grant awards was another challenge posed by Freedom Businesses. Some said they did not know how to approach grant organizations or find the right grant opportunity to fit their business. Others said that grants were too risky for the amount of time needed to apply. Participants who had received grant monies in the past were open to pursuing the donor dollars again, but said seeking a new grant without a relationship felt weighty and cumbersome, like a “shot in the dark.”

One non-Freedom Business professional said that venture capital and grant opportunities require market research and business plans with a proven profit, and that social enterprises should not underestimate the power of a solid proof of product and a solid balance sheet. As a warning, this individual also shared that all money comes with strings, saying, “It is not strategic to take money before you know what you’re doing.” This research participant shared that it is better to have solid proof your business is serving a target market before you take anyone’s money unless a Freedom Business knows it is really well aligned with the donor.

Foreign employees. One last consistent finding from Freedom Business leaders involved the foreign staff who are helping run the operations of the businesses. Foreign involvement in global enterprise is common, however Freedom Businesses shared that their financial charts of accounts do not truly reflect the salaries of foreign employees because they have either fundraised their salaries from support-raising in their passport dollars or are being paid through the non-profit arm of the business operations. Therefore, the business is not accurately accounting for the salary expense of its executives, which could be seen as a liability to the business’ infrastructure and stability.

Financial chart of accounts for Freedom Businesses. The following discussion relates to how Freedom Businesses divide their business expenses from their social service expenditures. While these numbers are not a perfect representation of businesses’ charts of accounts, they help illustrate how donated funds (Figure 3) and business revenue (Figure 4) are divided and used for the different activities of the organizations. For many Freedom Businesses, their for-profit business operations are attempting to cover the expenses of a great deal of beneficiary services.

FIGURE 3.



EMPLOYMENT MODELS

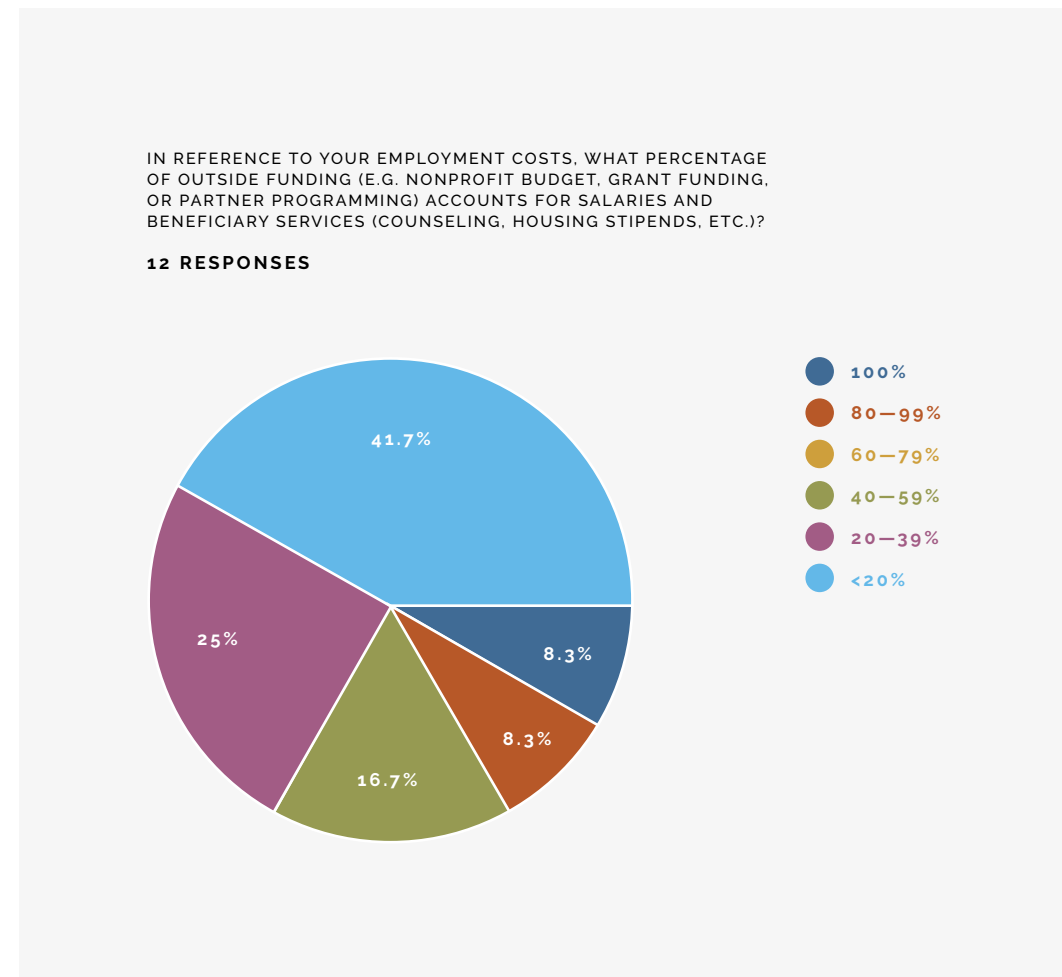
Each Freedom Business that participated in this research took a slightly unique approach to employing survivors of human trafficking and those at risk. Some businesses had the expertise and capacity to offer on-site therapies and counseling, while others outsourced this service to external partners. Some businesses have formal training modules they walk through with their employees, ranging from soft skills and leadership training to trauma-related therapies.

Most Freedom Businesses reported productivity, employee consistency, interpersonal relationships, and mental health challenges negatively impacting the profitability of their businesses. In response to these challenges, one research participant reported that it was necessary to retain at least 30% of the business's employee base from the mainstream workforce. This respondent also reported that the mixture of trauma-impacted employees and mainstream employees worked well to elevate the workplace culture and overall job performance. Based on the conducted interviews, the following chart condenses employment models that Freedom Businesses may find useful in establishing workplace norms for survivors.

FIGURE 5.

EMPLOYMENT MODELS FOR FREEDOM BUSINESSES	
TRANSITIONAL EMPLOYMENT	FREEDOM BUSINESS SLOWLY INCREASES A SURVIVOR'S WORKLOAD AND SALARY AS HE OR SHE TRANSITIONS THROUGH THERAPEUTIC COUNSELING AND VOCATIONAL TRAINING MODULES
HYBRID INCOME	FREEDOM BUSINESS PAYS A SALARY OR STANDARD DAY RATE FOR EMPLOYEES, WITH OPTIONS FOR BONUSES OR COMMISSIONS BASED ON PRODUCTIVITY
PARTIAL EMPLOYMENT OF NON-SURVIVORS	FREEDOM BUSINESS RETAINS A PERCENTAGE OF ITS EMPLOYEE WORKFORCE FROM NON-SURVIVOR POPULATIONS FOR PRODUCTION CONSISTENCY
FULL EMPLOYMENT WHILE OUTSOURCING THERAPIES	FREEDOM BUSINESS OFFERS FULL-TIME EMPLOYMENT WHILE PARTNERING WITH OUTSIDE ORGANIZATIONS WHICH OFFER CONSISTENT THERAPIES

FIGURE 4.



PAIN POINTS FOR *FREEDOM BUSINESSES*

As research participants shared their experiences managing Freedom Businesses, several pain points emerged as consistent themes. From a financial perspective, the price points of Freedom Business products and services are not competitive within a broader market. Freedom Businesses accrue much higher employment costs, and therefore cannot match the price points consumers expect. In addition, Freedom Businesses are also competing in sectors with high rates of labor exploitation (e.g. fashion, agriculture, and hospitality). These businesses need more staff than regular businesses to oversee production, assist with quality control, and manage therapeutic modalities in the workplace. They also incur overhead costs like childcare and housing.

Freedom Business leaders report the challenges of “doing it all well.” There can be confusion as to whether they are truly a professional business or truly a healing center, and conflicts arise when those lines are blurred. Research participants discussed their desire to measure impact, but felt they were already overwhelmed by trying to keep their businesses running while juggling so many unique challenges during the workday. These individuals shared that they desire a balance of standards *and* compassion, and that striking that balance is often difficult.

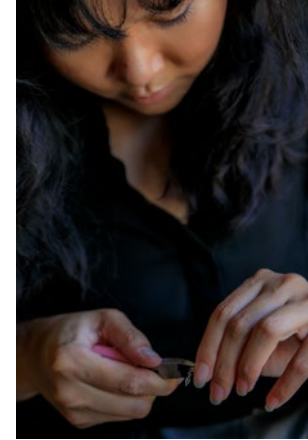
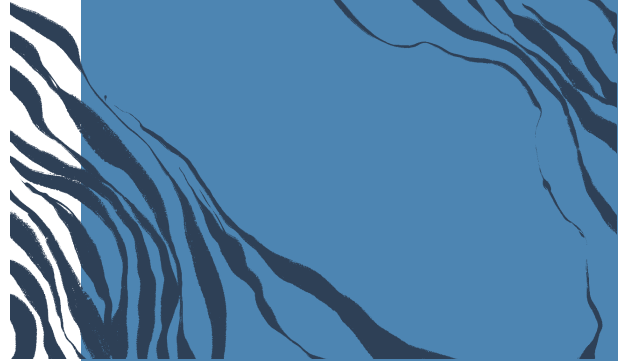


Staffing challenges were consistently reported as a threat to Freedom Businesses as well.

Educated nationals in countries experiencing high rates of human trafficking do not often want a career in social services. Honoring their families is a high value for nationals, and social service careers are seen as less prestigious in professional circles. Combined with a lack of mental health knowledge, vocabulary, and available services, Freedom Businesses are often forced to be creative in the ways in which they offer appropriate trauma-based services to their employees. Some are wrestling with whether to hire mental health professionals as employees or a contracted therapists, while others are trying to protect the boundaries of technical staff who often double as therapeutic staff.

Finally, the realities of international business carried out in developing countries was a significant stressor to Freedom Business leaders. They reported difficult relationships with national banks, exorbitant taxes and unfair tax collection systems, regular pressure to pay bribes, and difficulty moving donated funds ethically into the countries where they serve. The following section will outline a path forward for Freedom Businesses to continue growing in impact, as well as outline gaps in our current understanding of the healing-centered workplace.

Recommendations



Throughout the extensive interviews for this research, although a small sample size, the author collected a great deal of data that revealed several recommendations for the future of Freedom Businesses, as well as implications for further research that could impact the effectiveness and sustainability of survivor employment initiatives. The semi-structured interviews with Freedom Business leaders made it clear that these SMEs play a critical role in transforming the lives of men and women who have been exploited for labor. Freedom Business employment is an important part of rehabilitating survivors and reintegrating them back into their societies, as well as protecting survivors' children from unnecessary harm as their parents are in seasons of transition. The next paragraphs will discuss healthy pathways forward in research and practice for Freedom Businesses.

ACTIVITIES OF FREEDOM BUSINESSES

The recently published Freedom Business Code of Excellence outlines six core Commitments upheld by Freedom Businesses, informed by FBA Members and existing standards, charters, and best practices documents relevant to sustainable employment and anti-trafficking initiatives. These guidelines leave a lot to be determined by each Freedom Business, but the participants of this research reported an eagerness to align their programming and practices to the Code of Excellence. This follow-up study can help inform the practical application of the Commitments of Freedom Businesses, and FBA believes that standardizing around these expected activities will help validate the need for donors and investors to understand their important role within safe employment models. Table 2 discusses the Commitments of Freedom Businesses, and aligns their activities with each of those Commitments.



TABLE 2.

COMMITMENT	EXPLANATION	CRITICAL ACTIVITIES
1. MISSION TO END HUMAN TRAFFICKING	FREEDOM BUSINESSES SHOULD HAVE A MISSION WHICH EXPLICITLY STATES THE ORGANIZATION'S AIM OF CREATING JOBS FOR SURVIVORS OF HUMAN TRAFFICKING AND SHOULD HAVE DEVELOPED TRUCTURES, PROCESSES, PROGRAMS, AND RESOURCES TO ACCOMPLISH PLANS OF ACTION TO CARRY OUT THIS MISSION. IF LEGAL OR OTHER LEGITIMATE BARRIERS PREVENT THE BUSINESS FROM STATING THIS MISSION WITHIN THE ARTICLES OF INCORPORATION, THE ORGANIZATION SHOULD BE ABLE TO PROVIDE SUPPORTING EVIDENCE TO DEMONSTRATE THIS COMMITMENT.	<ul style="list-style-type: none"> • LEGAL REGISTRATION IN COUNTRY OF OPERATION • FRONT-FACING OR INTERNAL DOCUMENTATION OF STATED MISSION TO END HUMAN TRAFFICKING • VICTIM IDENTIFICATION SCREENING TOOL
2. GOVERNANCE, TRANSPARENCY, AND ACCOUNTABILITY	FREEDOM BUSINESSES OPERATE UNDER TRANSPARENCY SURROUNDING SUPPLY CHAIN, TRADE, AND MANAGEMENT. THESE BUSINESSES ALSO INVOLVE THE SURVIVOR VOICE TO INFORM THE ORGANIZATION'S MISSION, AND ARE COMMITTED TO ONGOING LEARNING AND DEVELOPMENT FOR THE SAKE OF THEIR BUSINESS AS WELL AS THE BROADER FREEDOM BUSINESS MOVEMENT.	<ul style="list-style-type: none"> • SURVIVOR LEADERSHIP/INFORMED PROGRAMMING • TAX PAYMENTS AND RECEIPTS • MONITORING AND EVALUATION
3. GOOD WORKING CONDITIONS	AT A MINIMUM, WORKPLACES SHOULD COMPLY WITH THE INTERNATIONAL LABOR ORGANIZATION (ILO) CONVENTIONS ON HEALTH AND SAFETY FOR EMPLOYEES, INCLUDING WORKING HOURS AND WORKING CONDITIONS. SAFETY PROCEDURES SHOULD ENSURE PHYSICA SAFETY THROUGH STRUCTURAL INTEGRITY AND HEALTH INSPECTIONS, BUT ALSO CONSIDER THE MENTAL, SOCIAL, AND SPIRITUAL WELL-BEING OF EMPLOYEES.	<ul style="list-style-type: none"> • BUILDING INSPECTIONS • HEALTH AND SAFETY TRAINING • POLICIES PROTECTING WORKING HOURS, INCLUSIVENESS AND EQUITY MEASURES, RIGHTS-BASED EDUCATION, ETHICAL STORYTELLING, AND MARKETING
4. FAIR PAY	FREEDOM BUSINESSES SEPARATE THE OPERATIONAL COSTS OF EMPLOYEE DEVELOPMENT AND WELLNESS FROM THEIR EARNED WAGES, PAYING A MINIMUM SOCIAL SECURITY TO EMPLOYEES (E.G. RETIREMENT CONTRIBUTIONS, SICK LEAVE, HEALTHCARE CONTRIBUTIONS, ETC.). THE ORGANIZATION SHOULD SEEK CONTINUOUS IMPROVEMENT OF ADDITIONAL SOCIAL SECURITY BENEFITS ABOVE THE LEGAL OBLIGATIONS.	<ul style="list-style-type: none"> • PAY A LOCAL LIVING WAGE • PAY SOCIAL SECURITY AND HEALTHCARE BENEFITS • PAY IN REGULARLY SCHEDULED INTERVIEWS AND DOCUMENT ON PAY SLIPS • ACCESS TO LOW-INTEREST LOANS • COMPETITIVE FIXED SALARY OR PRODUCTION-BASED SALARY • FINANCIAL LITERACY EDUCATION • PAID TIME OFF • MATCHED SAVINGS PROGRAM
5. HEALING-CENTERED WORKPLACE	FREEDOM BUSINESSES MUST DEMONSTRATE A TRAUMA-INFORMED, HEALING CENTERED WORKPLACE WHICH INTEGRATES KNOWLEDGE ABOUT TRAUMA AND RECOVERY PRACTICES INTO ITS POLICIES, PROCEDURES, AND PRACTICES. FREEDOM BUSINESS SHOULD ATTEMPT IN EVERY WAY TO REDUCE THE POSSIBILITY OF RE-TRAUMATIZING EMPLOYEES.	<ul style="list-style-type: none"> • TALK THERAPY; EMDR THERAPY • GROUP THERAPY • COMPUTER LITERACY EDUCATION • HOUSING OR HOUSING STIPEND • TRANSPORTATION OR TRANSPORTATION STIPEND • VOCATIONAL TRAINING • PERSONAL AND/OR LEADERSHIP DEVELOPMENT • THERAPY SERVICES FOR CHILDREN OF EMPLOYEES • CHILDCARE OR EDUCATION STIPEND FOR CHILDREN OF EMPLOYEES
6. CONCERN FOR EXTERNAL STAKEHOLDERS	FREEDOM BUSINESSES MUST BE CONSISTENT WITH THEIR ANTI-EXPLOITATION VALUES AS THEY FLOW THROUGH SUPPLY CHAINS, BUSINESS PARTNERS, AND OTHER FREEDOM BUSINESSES. IN ADDITION, FREEDOM BUSINESSES SHOULD MINIMIZE NEGATIVE IMPACTS CREATED THROUGH THEIR OPERATIONS, ENVIRONMENTAL WASTE, AND DONOR AND INVESTOR RELATIONSHIPS.	<ul style="list-style-type: none"> • CLEAN SUPPLY CHAIN, NOT USING PRODUCTS POTENTIALLY SOURCED THROUGH OTHER FORMS OF FORCED OR EXPLOITATIVE LABOR • COLLABORATION WITH BROADER ANTI-TRAFFICKING SECTOR • AVOIDING UNFAIR COMPETITION • ENVIRONMENTAL SUSTAINABILITY POLICIES

NEEDS FOR *FREEDOM BUSINESSES*

Research participants shared a number of needs they had for improving upon their current business structures. The first thing practitioners mentioned was a need for trauma-informed conflict resolution resources. Respondents reported workplace conflict peaking in times of welcoming new team members into the work environment. They also expressed a need for better cross-cultural resources for managing conflict between employees and their families of origin. There is a great tension between financial independence and familial pressure to balance an employee's control over his or her income.

Next, Freedom Business leaders shared they would benefit from resources to help connect them with grant discovery and grant writing tools. Their businesses are highly relational and their donor base is highly relational, as well. For that reason, pursuing grant awards can feel impersonal and intimidating in the light of the time it takes to apply for these gifts. Much like the hesitancy research participants expressed in pursuing connections with investors, bridges need to be built between Freedom Businesses and significant external funding sources. In line with these financial challenges, business leaders would like support in navigating the values of formal and informal economies with specific questions regarding ethical standards within informal economies.

Finally, practitioners shared their desire for greater tools for measuring impact. One Freedom Business leader shared that his organization calculates a "lifetime freedom effect" of 96% for children and 67% for women who receive the organization's interventions, healing, and employment. Another research respondent shared how staff fill out impact surveys after outreach initiatives. Future resources for Freedom Businesses should include innovative tools for monitoring and evaluating interventions for employees who are survivors of human trafficking as well as those at risk of being trafficked.

A PROFIT MODEL *FOR FREEDOM BUSINESSES*

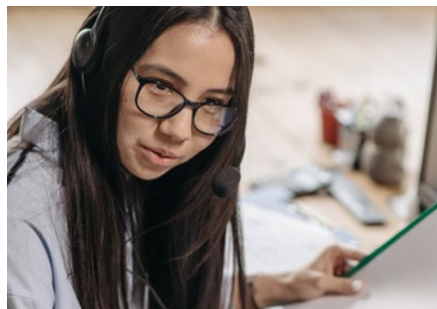
From the literature review to the practitioner interviews, it is evident that social enterprises face unique challenges compared to traditional corporations. For Freedom Businesses, the financial costs of operational structures seem like an impossible path to profitability. The purpose of this study was to speak to businesses that are finding success in the Freedom Business space and learn from their successes. These businesses unanimously employed a mixed-model business structure which incorporates a traditional, profit-driven business model with a traditional, social-welfare nonprofit model. Based on the interviews with Freedom Businesses and industry thought leaders, the researcher developed a model of majority activities accounted for by Freedom Businesses.

In the interviews, there were many unique methods for achieving the rehabilitative goals of Freedom Business. However, in an effort to outline critical activities and also a sustainable way to cover the costs of these activities, the author found it important to suggest which activities should be accounted for by the for-profit business and which would be best accounted for by a parallel non-profit, foundation, or partnered organization. Appendix A represents a possible structure for Freedom Businesses to consider as they project costs and revenue for their sales. It is important to note that this is not a list of required activities for Freedom Businesses. Rather, these are activities that are both congruent with the Freedom Business Code of Excellence as well as are prevalent within Freedom Businesses.

The author categorized different activities of Freedom Businesses into what might be included in a chart of accounts for a for-profit business, and other activities that could be listed in a chart of accounts for a non-profit organization. As mentioned above, every organization that participated in this research was employing a unique strategy to achieve the goals of the business. However, some of the activities being paid for out of the businesses were putting unnecessary financial strain on the profit margins and scalability of the business. Therefore, Appendix A offers one possible solution with recommendations to split the cost of rehabilitative and business-related activities between two entities. This could not only aide in profitability, but also in clearer messaging about an organization's purpose, varying legal registrations in the countries of specific programming, and more attractive models for investors to engage.

RESOURCES FOR *ESTABLISHING FREEDOM BUSINESSES*

Throughout the course of interviews with Freedom Business leaders, multiple resources were shared that participants had found particularly helpful in establishing and maintaining their social enterprises. These resources were cataloged and organized into a list with links to each source in order to best serve the Freedom Business community. Appendix B provides the list of these resources.



Implications for
— *future research*

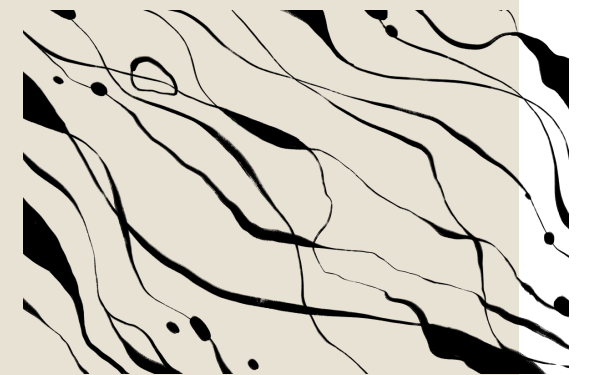


The Freedom Business consortium is growing into a movement, but it is still incredibly small compared to 27.6 million people in situations of forced labor around the globe, more than half of whom are located in upper-middle or high-middle income countries (ILO, 2022). Freedom Businesses do not currently have the capacity to effectively employ a significant percentage of the world's marginalized workforce, necessitating a more broad private enterprise sector to adopt the Freedom Business Code of Excellence and work towards implementing a number of its Commitments.

This research has the capacity to lead to significant development in legal policy related to business and tax incentives. The U.S. State Department has shown increasing interest in monitoring trends in human trafficking crimes, and the U.S. Trafficking in Persons Report has led to political and financial leverage over sovereign nations wishing to receive international aid. Much like taxation laws which have been used to incentivize moral policies and diverse employment practices and the corporate business level, FBA hopes to leverage this research to lobby the U.S. state and federal government to write laws which further protect survivors of human trafficking.

Many organizations reported that measuring impact was a challenge. Future endeavors may include standardizing models of data collection and impact assessment. Organizations would also benefit from conflict resolution curriculum, trauma-infused employment practices, and training on how to engage investors within the Freedom Business space.

Conclusion






The healing-centered workplace is a robust mechanism for offering economic solutions to fight human trafficking and exploitation. FBA seeks to establish further research on best practices within survivor care and employment strategies, defining necessary workplace values and practices to best promote survivor rehabilitation within the context of meaningful work. Through the Code of Excellence and now the Freedom Business Model, employers can incorporate a well-rounded approach to rehabilitative work within sustainable and scalable financial models. With this new model, FBA welcomes investors to make a significant impact on mitigating human exploitation through supporting businesses which uphold the Freedom Business Code of Excellence as well as participate in the activities outlined in the Freedom Business Model.



Appendix A

— Visual Model



**ELEMENTS OF A PROFITABLE
HEALING-CENTERED WORKPLACE**

**ACTIVITIES EXPENSED BY
FOR-PROFIT ENTITY**

THE ABILITY FOR A BUSINESS TO SUSTAINABLY EXPENSE THESE ACTIVITIES RELIES ON A BUSINESS MODEL THAT HAS ESTABLISHED PRODUCT-MARKET FIT.

**ACTIVITIES EXPENSED BY
NON-PROFIT ENTITY**

THE ABILITY FOR A NONPROFIT TO SUSTAINABLY EXPENSE THESE ACTIVITIES RELIES ON A FUNDING MODEL THAT HAS ESTABLISHED REVENUE SOURCES.

IN-COUNTRY BUSINESS REGISTRATION

WHETHER A FOREIGN INVESTMENT BUSINESS, A JOINT VENTURE, OR A BUSINESS OWNED BY A NATIONAL, IT IS NECESSARY FOR THE BUSINESS TO BE ALIGNED WITH STATE EMPLOYMENT LAWS.

VOCHEALING-CENTERED WORKPLACE TRAINING

EACH YEAR, STAFF AT THE BUSINESS ARE TRAINED IN TRAUMA-INFORMED CARE STANDARDS AND PRACTICES. STAFF ARE EQUIPPED WITH HEALING-CENTERED PRACTICES FOR MANAGING STRESS AND EMOTIONAL DYSREGULATION.

PROFESSIONAL DEVELOPMENT

EMPLOYEES AT THE BUSINESS ARE REGULARLY ENGAGED IN PROFESSIONAL DEVELOPMENT ACTIVITIES. SOFT SKILLS ARE PRIORITIZED THROUGH CRITICAL THINKING EXERCISES, AND EMPLOYEES ARE EXPOSED TO A VARIETY OF IDEAS ON LEADERSHIP, RELATIONSHIPS, AND CULTURE.

MATCHED SAVINGS PROGRAM

WHEN POSSIBLE, THE BUSINESS ENCOURAGES SAVINGS PROGRAMS BY MATCHING THE MOUNT EMPLOYEES SET ASIDE FROM THEIR PAYCHECKS EACH MONTH FOR "RAINY DAY" EXPENSES.

HEALTHCARE BENEFITS

THE BUSINESS CONSUMES COMPREHENSIVE HEALTHCARE BENEFITS AND SAFETY TRAINING FOR ITS EMPLOYEES, ESTABLISHED IN A PACKAGE SEPARATE FROM INCOME TO CLEARLY COMMUNICATE ITS PURPOSE TO SURVIVORS.

BENEFICIARY PERSONNEL MIX

THE BUSINESS EMPLOYS AT LEAST 20% BENEFICIARY PERSONNEL WHICH MAY IMPACT OVERALL PRODUCTIVITY NON-BENEFICIARY PERSONNEL SHOULD ALSO BE EMPLOYED TO BALANCE PRODUCTIVITY, STRENGTHEN WORK CULTURE AND CONSISTENCY, AND REDUCE STIGMA.

PAID TIME OFF

AS WITH TRADITIONAL SICK DAYS, THE BUSINESS DESIGNATES A CERTAIN NUMBER OF "MENTAL HEALTH" DAYS TO NORMALIZE, ENCOURAGE A HEALTHY BALANCE OF WORK AND SELF-CARE, AND ENCOURAGE TRANSPARENCY WITH MENTAL HEALTH NEEDS.

FINANCIAL LITERACY TRAINING

THE BUSINESS UTILIZES A HUMAN RESOURCES DEPARTMENT TO ASSIST EMPLOYEES WITH BROADER CONCEPTS OF FINANCIAL LITERACY AND BANKING NEEDS THIS MAY BE FORMAL OR INFORMAL, DEPENDING ON THE LOCAL CONTEXT.

BENEFICIARY PERSONNEL IDENTIFICATION

IF THE NPO IS RECEIVING PERSONNEL NOT YET IDENTIFIED THROUGH A SCREENING TOOL, THE NPO WILL DEVELOP, TEST, AND IMPLEMENT A VICTIM IDENTIFICATION SCREENING TOOL TO BEST SERVE THE UNIQUE NEEDS OF THE SURVIVOR.

THERAPEUTIC SERVICES

THE NPO FACILITATES TALK THERAPY, GROUP THERAPY, NEUROTHERAPY, OCCUPATIONAL THERAPY, OR OTHER AVAILABLE THERAPEUTIC RESOURCES EITHER IN-HOUSE OR THROUGH A PARTNER.

DEPENDENT CARE

MANY BENEFICIARY PERSONNEL, ESPECIALLY WOMEN, ARE TRANSITIONING INTO SUSTAINABLE LIVELIHOODS WITH CHILDREN. THE NPO MAY ASSIST WITH THE CARE, EDUCATION COSTS, AND/OR THERAPIES FOR CHILDREN TO AID IN THE SURVIVOR'S EMPLOYABILITY.

DRUG ABUSE ASSISTANCE

COMPLEX TRAUMAS ARE OFTEN ASSOCIATED WITH DRUG ABUSE WHETHER AS A COPING MECHANISM OR BECAUSE A PERPETRATOR INTRODUCED THE SUBSTANCE. THE NPO WILL PROVIDE APPROPRIATE ADDICTION ASSISTANCE IN-HOUSE OR THROUGH A PARTNER ORGANIZATION.

DONOR-FRIENDLY REGISTRATION

IT IS ADVANTAGEOUS FOR A FREEDOM BUSINESS TO EITHER OPERATE OR PARTNER WITH A SEPARATE DONOR-FRIENDLY ENTITY TO RECEIVE FINANCIAL SUPPORT FOR HEALING CENTERED SERVICES PROVIDED ABOVE AND BEYOND TRADITIONAL HUMAN RESOURCES.

VOCATIONAL TRAINING

THE NPO MAY PROVIDE A VARIETY OF JOB READINESS TRAINING TO PREPARE BENEFICIARY PERSONNEL FOR WORK IN OR BEYOND THE BUSINESS AND/OR IN THE FIELD OF THEIR CHOICE WHICH MAY INCLUDE TECHNOLOGY, INTERNET SAFETY, AND ANY NEEDED LITERACY AND NUMERACY.

HOUSING AND TRANSPORTATION

WHILE BENEFICIARY PERSONNEL TRANSITION INTO A MORE SELF-RELIANT LIFESTYLE, THE NPO WILL PROVIDE HOUSING AND/OR TRANSPORTATION TO AND FROM THE PLACE OF EMPLOYMENT WHEN NEEDED. THE SURVIVOR MAY TRANSITION INTO PAYING FOR THESE COSTS OVER TIME.

HOUSING AND TRANSPORTATION

WHILE BENEFICIARY PERSONNEL TRANSITION INTO A MORE SELF-RELIANT LIFESTYLE, THE NPO WILL PROVIDE HOUSING AND/OR TRANSPORTATION TO AND FROM THE PLACE OF EMPLOYMENT WHEN NEEDED. THE SURVIVOR MAY TRANSITION INTO PAYING FOR THESE COSTS OVER TIME.

NOTE:THE ACTIVITIES LISTED ABOVE ARE IN ALIGNMENT WITH THE FREEDOM BUSINESS CODE OF EXCELLENCE GUIDELINE 5, AND PREVALENT IN VARYING COMBINATIONS WITHIN EXISTING FREEDOM BUSINESSES.

Appendix B

Resources for Scaling Sustainable Freedom Businesses

GRANT SEEKING:

GRANT FORWARD:
WWW.GRANTFORWARD.COM

INVESTORS AND INVESTING:

FAITH-DRIVEN INVESTOR:
WWW.FAITHDRIVENINVESTOR.ORG

FAITH-DRIVEN ENTREPRENEURSHIP DEMO DAYS:
WWW.FAITHDRIVENENTREPRENEUR.ORG/DEMO-DAYS

THE LION'S DEN:
WWW.THELIONSDEDFW.ORG

RETAIL MARKETPLACES:

HOLIDAY FREEDOM MARKET:
WWW.SHOPFREEDOMMARKET.COM

FAIR TRADE FRIDAY:
WWW.FAIRTRADEFRIDAY.CLUB

GLOBEIN:
WWW.GLOBEIN.COM/PARTNERS

OTHER SUBSCRIPTION BOXES:
WWW.THEGOODTRADE.COM/FEATURES/ETHICAL-SUBSCRIPTION-BOX-GIFTS

CROWDFUNDING:

WEFUNDER:
WWW.WEFUNDER.COM

GLOBALGIVING:
WWW.GLOBALGIVING.ORG

LEGAL ADVICE:

I-PROBONO:
WWW.I-PROBONO.COM

FEMALE LEADERSHIP:

VITAL VOICES (WOMEN IN LEADERSHIP):
WWW.VITALVOICES.ORG

WOMEN IN BUSINESS OWNERSHIP:
WWW.SHETRADES.COM

NPO REGISTRATION IN UNITED STATES:

STARTCHURCH:
WWW.STARTCHURCH.COM

BUSINESS COACHING:

BUSINESS ON PURPOSE:
WWW.MYBUSINESSONPURPOSE.COM
WWW.BOPROADMAP.COM

KINDRED EXCHANGE:
WWW.KINDREDEXCHANGE.CO

TRAUMA-INFORMED RESOURCES:

THERAPY IN A NUTSHELL:
WWW.YOUTUBE.COM/@THERAPYINANUTSHELL

CROWD-SOURCED KNOWLEDGE:

TECH AGAINST TRAFFICKING:
WWW.TECHAGAINSTTRAFFICKING.ORG

FREEDOM COLLABORATIVE:
WWW.FREEDOMCOLLABORATIVE.ORG

ENGAGE TOGETHER:
WWW.ENAGGETOGETHER.COM



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#forfreedomsake

