



# Partnerships & Portfolio

Amplifying Our Collective Impact



At CDW, we believe in the power of partnerships, access and technology to create lasting and transformative impact. Our expertise in and commitment to providing tailored, responsible solutions for shared sustainability goals are paramount. We solve challenges and uphold relationships with integrity, humility and transparency, offering a superior experience that solidifies our position as a preferred choice for our customers, partners and stakeholders.



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# ESG Products and Solutions

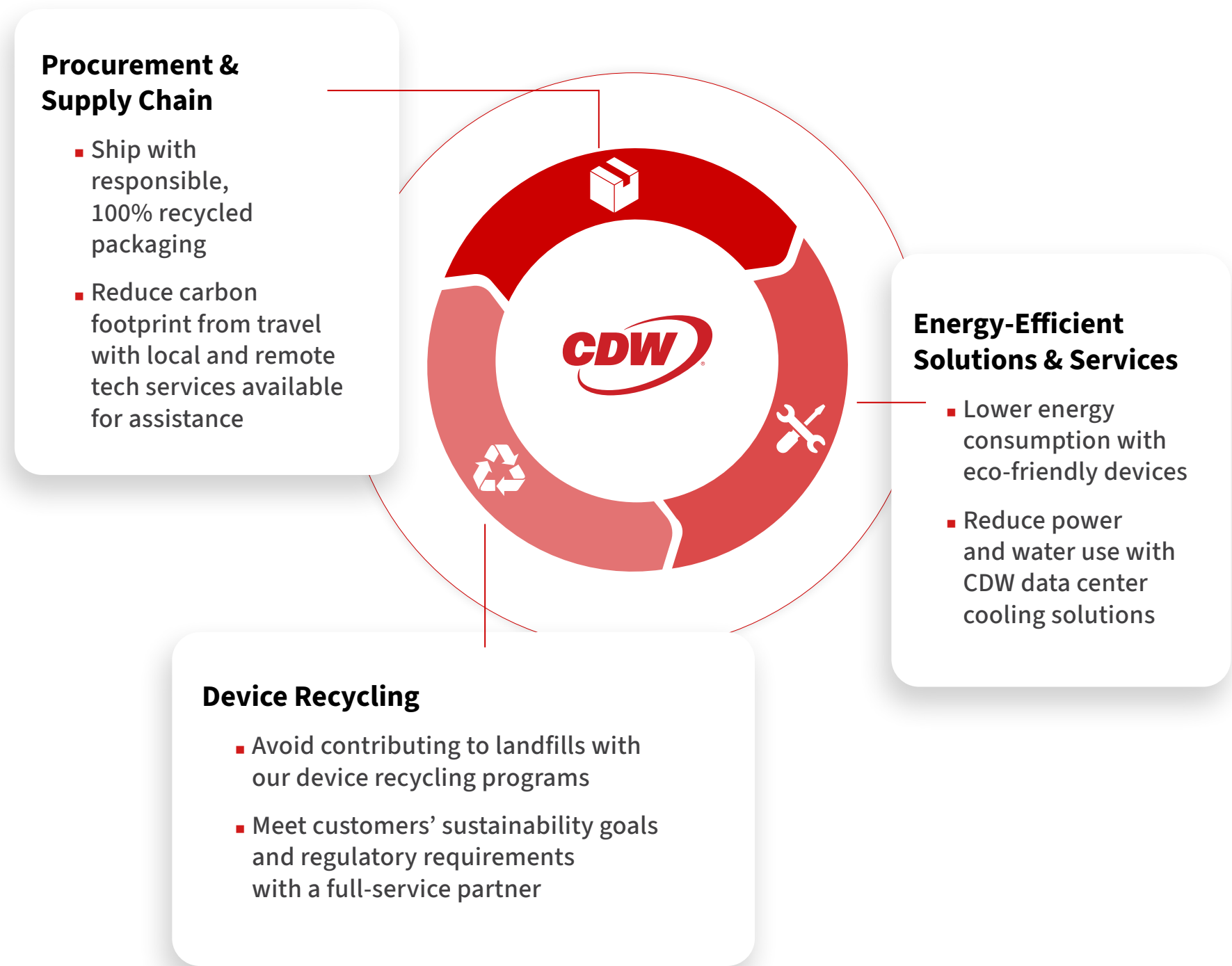
Customer demand for products and solutions that help conserve energy, reduce value chain emissions, support a circular economy, protect data and ensure supply chain reliability, transparency and efficiency continues to rise. To address these challenges, our teams have mobilized internally and elevated collaboration with our customers and technology partners to meet increasing demand and growth for environmentally certified and socially responsible products. As a result, we are well positioned to help customers address environmental and social factors when selecting, deploying, utilizing and disposing of technology products.

## A FULL STACK OF ESG PRODUCTS AND SOLUTIONS

CDW offers over 100,000 products and services from more than 1,000 leading and emerging vendor partners, with many products and solutions. Our goal is to be able to offer customers a full stack of solutions to help them address their ESG priorities, primarily through an extensive portfolio of environmentally certified products (ENERGY STAR Certified, TCO Certified, and Electronic Product Environmental Assessment Tool (EPEAT) Compliant), and a broad range of cloud-based solutions that improve energy efficiency.

Our ESG program, internal training and education, and extensive collaboration with our customers and vendor partners enable us to deliver on our potential to help customers address their ESG needs. This enhanced capability comes at a time when technology is mission-critical to the success of businesses of all sizes, government agencies, education and healthcare.

## OUR APPROACH TO DELIVERING SUSTAINABLE PRODUCTS AND SOLUTIONS







## DRIVING INTERNAL AND EXTERNAL ENGAGEMENT

As our ESG program has matured over the last several years, there is a strong network of coworkers across the organization – in leadership, the Global ESG team, Product and Partner Management (PPM), Sales and Integrated Technology Solutions (ITS) and Supply Chain functions, and distribution centers – who are working to integrate ESG into our everyday business. We empower our account managers with sustainability information and trends insights to enable them to facilitate customer discussions that are oriented toward ESG solutions. We have also introduced new customer relationship management (CRM) tools to enhance our ability to help customers identify ESG products and solutions.

One of the primary means of success is having our teams engage directly with customers and partners on ESG topics. We have ongoing conversations with our customers' procurement teams, ESG/sustainability professionals and other subject matter experts to understand how we can help

them meet their ESG priorities and goals. We have also elevated our websites in both North America and Europe to enable customers to search for and buy third-party, ESG-certified products. For more information on our Sustainable Solutions, see [page 5](#).

Our PPM team is working closely with our partners to develop go-to-market strategies that will help address customers' ESG needs and goals. In 2023, our PPM team and ESG teams increased collaboration with our top vendor partners, meeting regularly to maintain the exchange of information between our teams, as well as with our partners. The PPM team is responsible for facilitating collaboration between CDW and our Partner Advisory Board, which consists of approximately 25 participants who are our most strategic partners and aligned with our mission and goals. ESG-related topics – including climate action, supplier diversity, cybersecurity solutions and supply chain transparency – are part of the advisory board's interactions.

## Managing Sustainability Implications of Windows 10 Migration

Microsoft has announced that it will be ending support for Windows 10 in October 2025, which may render some devices obsolete. In addition, new devices will need to be deployed to accommodate the Windows 11 operating system. CDW is working with its device manufacturing [partners](#) to meet the growing demand for the newer technology. Given our portfolio of environmentally certified products, we are well positioned to help customers acquire the new products and solutions they need to take advantage of the security and productivity benefits provided by Windows 11.

One of the outcomes of this transition will likely be that millions of old devices may be taken out of use and need to be disposed of in a responsible way. CDW's IT Asset Disposition (ITAD) services play an integral role in helping customers manage the end of product life cycles and safely, securely and cost effectively dispose of their old equipment. Our program includes device wiping, removal, evaluation and recycling, and customers can earn residual credit on their CDW account for any devices of value. For more information on our ITAD program, see "CDW'S ITAD Program Reduces E-Waste" on [page 4](#).





## CDW's ITAD Program Reduces E-Waste

CDW's IT Asset Disposition services embody a strategic approach to technology upgrades that aligns with the demands of data protection, fiscal responsibility and ecological integrity. Since 2022, ITAD's services have processed over 144,000 devices from CDW customers and diverted more than 1 million pounds of e-waste from landfills and illegal export.

Our ITAD services address the three key core components of an effective asset disposition program:

- **Redeployment** of devices that are still functional and meet the organization's requirements that can be allocated to other employees or for different uses. This contributes to sustainability by extending the useful life of IT equipment.
- **Remarketing** retired IT assets to be resold to the open market or perhaps donated. CDW ensures that devices are boxed with proper kitting and sold to wholesale buyers.
- **Recycling** by breaking down IT equipment into its basic components to extract valuable materials, which can be recycled into the manufacturing of new goods. This is often the last resort when assets are no longer functional or suitable for redeployment or remarketing.

CDW's ITAD program works with asset disposition partners across the globe including AnythingIT and Procurri, which hold certifications such as R2v3 and e-Stewards. Knowing that many businesses struggle to reconcile IT sustainability with concerns about data privacy, cost and environmental responsibility, CDW and its partners provide:

- Data security to ensure data is irretrievably erased before disposal, remarketing or redeployment
- Compliance support for adhering to EPA guidelines and sustaining a zero-waste-to-landfill policy
- Seamless logistics support for the removal and processing of outdated equipment
- Financial incentives for recovered value from resold hardware, which can further fund technological investments through CDW

Visit our [website](#) for more information about CDW's ITAD services.

In 2023, ITAD's combined impact with our partners totaled:

- **105,795 devices** processed from CDW customers
- **786,590 pounds** of e-waste diverted from landfills/illegal export



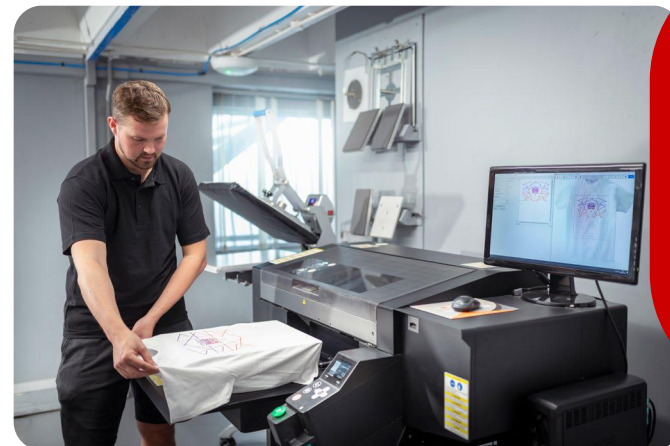




## SUSTAINABLE SOLUTIONS WEBSITE ELEVATES ACCESS TO ESG PRODUCTS, SOLUTIONS AND INSIGHTS

In 2023, CDW launched a dedicated [Sustainable Solutions](#) section of our website to showcase CDW's sustainability offerings and enable customers to search for and order ESG products and solutions. The site exemplifies how CDW supports and delivers sustainable procurement and supply chain solutions, energy-efficient solutions and services, and device life cycle management. The search function also allows customers to identify ENERGY STAR, EPEAT and TCO-certified products.

Additionally, the site includes links to ESG-related services, including our ITAD program for proper device wiping, removal and recycling services for devices that are no longer in use. We also feature third-party maintenance programs to extend asset life and our Printer Supplies Program to help customers manage their printer use and protect trees.



## Helping Customers Manage Their Printer Use

CDW's Managed Print Services (MPS) customers receive complimentary enrollment in PrintReleaf, a leading third-party provider of environmental offsets aimed at nurturing and expanding the global forestry system. This initiative seamlessly connects MPS customers with opportunities to:

- Track paper consumption
- Analyze paper usage
- Participate in reforestation projects

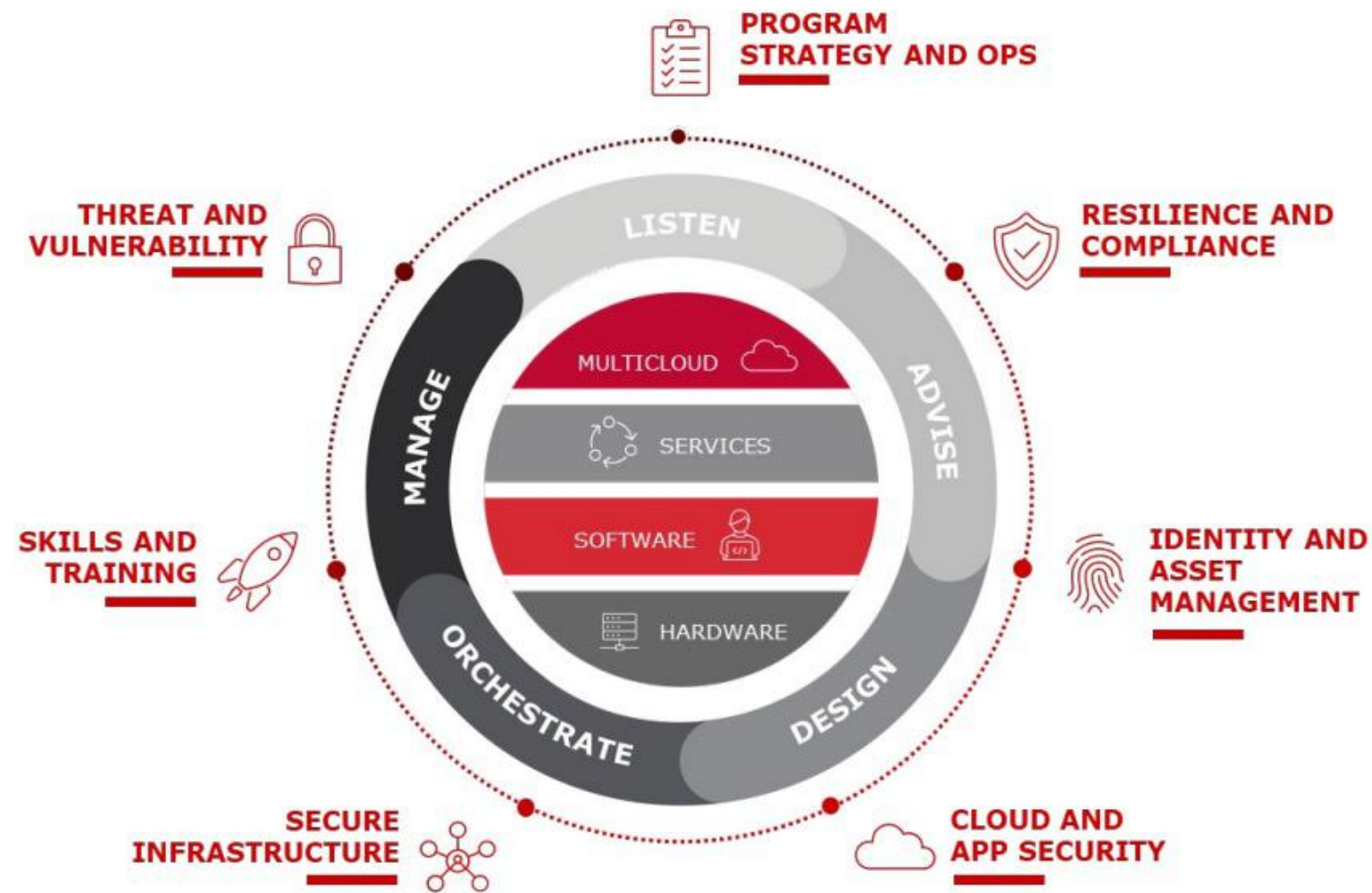
Since CDW's enrollment in PrintReleaf in 2018, our MPS customers have collectively offset more than 1.7 billion standard pages of paper consumption and supported the reforestation of over 208,000 trees.

Visit our [website](#) for more information on our comprehensive print management services.

**With articles and case studies on key ESG topics and links to key partners' sustainable solutions webpages, the Sustainable Solutions section of our website provides a platform for CDW and our customers and vendor partners to work together toward shared sustainability goals. Visit our [Sustainable Solutions website](#) for more information.**



## CDW'S COMPREHENSIVE CYBERSECURITY SOLUTIONS



## Our Cybersecurity Solutions and Services

Our continued commitment to effective privacy and data security programs in our business reinforces our credibility to help customers address their own cybersecurity needs. We support customers in achieving their security goals by offering a comprehensive range of cyber assessments, designing tailored cybersecurity solutions that align with current needs and future objectives, providing hands-on expertise to navigate challenges, and offering ongoing monitoring, maintenance and reporting services.

With a dedicated team of over 500 security professionals, including 100+ Identity and Access Management (IAM) specialists, and partnerships with over 150 industry-leading providers, we deliver integrated solutions that safeguard critical operations for a wide range of businesses, schools, government agencies and healthcare organizations.

### Additional Resources Related to This Section:

- [CDW's Sustainable Solutions](#)
- [CDW's IT Asset Disposition Services](#)
- [CDW's Comprehensive Print Management Services](#)
- [CDW's Cybersecurity Solutions and Services](#)



# Responsible Supply Chain

CDW's vendor partners and suppliers are a critical extension of our company and vital to our success. We work with partners who can deliver a superior experience for our customers, align with our go-to-market strategies, and effectively collaborate to expand our growing solutions, services and international capabilities. Our relationships with more than 1,000 leading and emerging vendor partners enable us to provide customers with access to over 100,000 products and services, combined with CDW's technical resources and logistics capabilities.

## OUR APPROACH TO PARTNER ENGAGEMENT

Ensuring a secure and responsible supply chain is a fundamental aspect of our business operations. Implementing and adhering to comprehensive policies, conducting regular audits and engaging in ongoing dialogue are crucial to our continued success. One sign of our commitment and accelerated progress is that we improved our EcoVadis score and earned a Gold rating. This places CDW in the top 3% of all assessed companies and the top 5% of assessed companies in the category of sustainable procurement.

In addition to holding ourselves to high standards, we have high expectations of our partners as well. Our expectations for honesty, integrity and ethics are defined in The CDW Way Code, CDW Partner Code of Conduct and our [Position on Human Trafficking and Slavery](#). For more information about The CDW Way Code, see the [Ethics and Compliance](#) section of this report.

**We continue to elevate ESG considerations in our supplier engagement initiatives and prioritize close collaboration with both manufacturers and distribution partners to ensure responsible stewardship along the value chain.**

## PARTNER CODE OF CONDUCT

In alignment with The CDW Way Code, the **Partner Code of Conduct** sets the standards of behavior for partners while conducting business with CDW and our coworkers, agents, subcontractors and customers. The Partner Code addresses four critical areas of conduct:

- **Integrity and Ethics**, which includes anti-corruption, fair competition, protection of information, conflicts of interest, trade laws compliance, insider trading and truthful advertising and marketing practices;
- **Human Rights, Labor Laws and Fair Labor Practices**, which covers maintaining a work environment and supply chain that are free from human trafficking, slavery and unlawful child labor, and that do not discriminate on the basis of race, color, religion, national origin, gender, sexual orientation, gender identity, disability, age, veteran status or any other characteristic protected by law;
- **Environment**, which affirms our commitment to operate in a manner that is protective of the environment by identifying impacts and proactively minimizing adverse effects on the community and natural resources and complying with all applicable laws, regulations and standards; and
- **Professional Conduct**, which states that CDW will not tolerate any form of harassment, and expects partners to treat CDW coworkers with the same dignity and respect that they would show to their own employees.





Compliance with the Partner Code is achieved primarily through frequent communication with our partners. Anyone who has concerns or observes questionable behavior is encouraged to use one of the feedback channels outlined in the Partner Code. Any minor infractions may be remedied through direct intervention and coaching. CDW reserves the right to terminate any agreements with partners that incur multiple violations or elect not to comply with our expectations for good conduct.

In 2023, we continued to formalize and expand our partner engagement opportunities to further promote security and transparency along the supply chain. During the year, we continued to leverage our **Partner Advisory Board (PAB)** to actively incorporate the voices of our most strategic partners into our plans and foster engagement and alignment in our partner strategies while promoting the sharing of best practices. The PAB, which meets twice per year, creates opportunities for ongoing collaboration between CDW and our partner community on impactful topics such as the strategic direction of our supply chain programming, our customer-centric strategies, and key investments, initiatives and programs.

Additionally, we implemented our **Partner Data Exchange (PDX)** initiative to establish modern data integration standards to better collect and validate partner data. By ensuring a consistent approach to partner data integration, the PDX aims to amplify awareness and transparency regarding key supply chain metrics while maximizing our partners' investment with CDW.



**The CDW Partner Advisory Board provides the opportunity for formal, dedicated engagement among a cross-section of our partner community and CDW leadership. CDW invites participants who represent the most strategic partners and provide technology solutions aligned with CDW's mission and goals to join the Board.**





## PARTNER SUMMIT 2023 DEMONSTRATES ‘THE WINNING FORMULA’

In November 2023, CDW hosted its annual Partner Summit event in Las Vegas, where over 1,000 partners and 330 coworkers came together to engage in valuable discussions regarding the latest trends, strategies, tactics and resources that impact our mutual business opportunities. Under the theme of “The Winning Formula,” we demonstrated how CDW’s focus, strategy and expertise make us the best choice for our partners to invest their time, talent and resources. Additionally, we facilitated several ESG-related sessions on topics such as business and supplier diversity, social impact, diversity and inclusion, and sustainable technology solutions.

To show our appreciation for those who attended, CDW donated a portion of the event registration fees to Compudopt, one of our valuable community partners, in support of our commitment to achieving digital equity. The donation will help enable technology access and education to under-resourced youth and their communities.

Additionally, we recognized top-performing partners that provide exemplary support to CDW teams, enabling industry-leading outcomes for customers. CDW Partner of the Year Award winners are selected based on input and recommendations from our Sales, Product and Partner Management, Marketing and Integrated Technology Solutions organizations. Additional data points considered for the awards include sales growth, overall profitability and market strategy alignment.



### Our 2023 Partners of the Year

- Adobe
- AMD
- Arctic Wolf
- Climb
- Ingram Micro
- Microsoft
- NewBold Technologies
- Palo Alto Networks

### 2023 PARTNER SUMMIT HIGHLIGHTS

**1,000+** partner attendees

**20+** partner meetings with CDW executives

Networking discussions with **360** partners and CDW senior leaders

**4** hours of engaging general session content

**25** highly attended breakout sessions

**10** topic-specific “pit stops” to engage with partners on focused areas of interest, including ESG



## OUR APPROACH TO CUSTOMER ENGAGEMENT

Just as important as collaborating with our original equipment manufacturer, supplier and distribution partners to ensure responsible partnerships, we remain focused on engaging with our customers to help solve their challenges and meet their goals. Key initiatives include participating in the EcoVadis sustainability assessment and having meaningful discussions with our customers with respect to our performance, expanding access to new product offerings with environmental certifications, upgrading our data centers to reduce emissions and operating costs, and partnering with industry organizations in support of our customers' social impact objectives.

## INCREASING PARTNER ENGAGEMENT THROUGH ECOVADIS

In addition to partnering with EcoVadis to assess and disclose our own sustainability performance, we made significant progress on integrating the ratings platform and assessment tools into our supply chain responsibility program in 2023. Through these efforts, CDW is able to better assess performance across our partner network against key sustainability metrics in crucial areas such as environment, ethics, labor and human rights, and sustainable procurement. Additionally, the platform allows us to request relevant partner information, monitor supply chain performance over time and engage with our partner network to ensure we are collectively meeting our risk, disclosure and performance targets.

**Our EcoVadis network represents 80% of CDW's supplier spend with original equipment manufacturers and distribution partners that have received sustainability performance scorecards from EcoVadis.**

## Engaging with Key Partners

Our approach to external ESG engagement is to be a connector of ideas and leverage multiple collaboration points with key partners and customers, and in the technology industry overall. We actively collaborate with partners through ESG/ sustainability councils or individual engagements, such as Lenovo's 360 Circle, Cisco's Partner Sustainability Community and Dell's ESG Executive Partner Council. These interactions serve as platforms for sharing best practices and implementing collaborative projects for achieving shared goals.



### Additional Resources Related to This Section:

- [The CDW Way Code](#)
- [Partner Code of Conduct](#)





# Business Diversity

Business diversity remains a deeply embedded, ongoing priority for CDW. It is a critical differentiator in our ability to deliver for our customers while driving positive change.

## ADVANCING OUR DIVERSE SUPPLY CHAIN

Since the inception of our business diversity program in 2007, CDW has sought to promote diverse supplier participation representative of our customers and communities that contributes to sustainable economic growth. We are proud to have one of the most active programs in the technology industry, are inspired by this work and embrace the responsibility to share our experience and expertise with our customers and suppliers.

We work with small and diverse businesses to drive job creation and contribute to lasting economic empowerment. CDW is helping local economies grow at scale by fostering a fair and competitive environment for all businesses, regardless of size or background. Our localized approach emphasizes increasing our utilization of our diverse supplier network, which includes approximately 1,500 diverse-owned businesses.



The agility, innovation and range of solutions offered by our business diversity program play a vital role in meeting customers' needs. CDW's market leaders lend their regional supplier diversity and supply chain expertise to collaborate with our customers and supplier partners to craft personalized solutions. We help our customers meet their small and diverse business goals by connecting them with suppliers within our network that match their needs. Our experience combined with our vendor partners' expertise help companies solve technical challenges, design efficient processes and deliver sustainable solutions.

CDW continues to advance our global supplier diversity strategy. We became a corporate member of Minority Supplier Development UK (MSDUK), the UK's leading supplier diversity organization, in 2023 and hosted a variety of seller trainings to grow awareness of our diverse supply base. In Canada, we met with numerous diverse-owned suppliers, including two key indigenous suppliers, to help increase their access to CDW. These relationships increase each partner's reach to serve CDW customers nationally, while also enriching our procurement process and offerings in the market. Additionally, since 2022, CDW Canada has championed business diversity as a committee member of Women Business Enterprises Canada Council (WBE Canada), a nonprofit that advocates for inclusion of Canadian women business enterprises (WBEs) in supply chains in the country and abroad.

**CDW sponsored a booth at the 2023 Women's Business Enterprise National Council (WBENC) conference in Nashville, Tennessee, creating opportunities for 15 woman-owned technology partners to interact with America's top corporations.**



## BUSINESS DIVERSITY AWARDS AND RECOGNITION



US Veterans Magazine  
Best of the Best Supplier  
Diversity Program



Professional Woman's  
Magazine Best of the Best  
Supplier Diversity Program



Black EOE Journal Best  
of the Best Supplier  
Diversity Program



HISPANIC Network  
Magazine Best of the Best  
Supplier Diversity Program



DIVERSEability Magazine Best  
of the Best Disability Supplier  
Inclusion Program



One of America's Top  
Corporations for Women's  
Business Enterprises



Billion Dollar  
Roundtable membership



WEConnect International  
Platinum Global Champion for  
Supplier Diversity & Inclusion

## INCREASING OUR SPEND WITH DIVERSE SUPPLIERS

- We have totaled \$27.2 billion in transactions with small and diverse businesses since 2007.
- In 2023, CDW achieved \$3.2 billion in diverse spend, working with a network of approximately 1,500 minority-owned, woman-owned, veteran-owned and small, disadvantaged businesses.
- 2023 was CDW's fifth straight year as a member of the Billion Dollar Roundtable.
- In the UK, our diverse supplier spend was \$49 million, which represents 11% growth.
- Our diverse supplier spend in Canada grew by 2% and totaled \$48 million.





## ELEVATING AND PROVIDING ACCESS FOR SMALL AND DIVERSE BUSINESSES

Mentorship and advocacy are integral components of our program. CDW provides formal and informal mentorship to grow and scale diverse businesses. In 2023, we doubled the size of our mentor-protégé program, which is designed to enhance diverse partners' capabilities, assist in meeting development goals and improve their ability to compete for and win contracts. The program promotes access by working directly with diverse partners to share guidance and training on topics such as how to process orders and cultivate a relationship with a next-level leader.

## CDW HOSTS 2023 BILLION DOLLAR ROUNDTABLE SUMMIT

In 2023, CDW marked its fifth consecutive year as a member of the Billion Dollar Roundtable (BDR), an exclusive group of US-based companies that procures more than \$1 billion annually from minority- and woman-owned businesses on a first-tier basis.

In August 2023, we hosted fellow members in Chicago for BDR's 2023 summit. The two-day event celebrated the induction of seven new members and included the exchange of best practices. The summit's theme, "Beyond Spend," focused on the broader impact of supplier diversity on businesses, communities and society.

## BUSINESS DIVERSITY PROGRAM IMPACT IN 2023

- **Total jobs supported:**  
**24,474**  
Jobs supported at US small and diverse businesses
- **Total wages supported:**  
**\$1.5 billion**  
Wages and benefits earned through jobs at US small and diverse businesses
- **Total economic impact:**  
**\$4.8 billion**



### Additional Resource Related to This Section:

[Business and Supplier Diversity at CDW](#)





## Social Impact: Partnerships

We are committed to building new and expanding existing nonprofit partnerships throughout the world that align with our purpose and values. Consistent with our belief in the transformative power of technology, we have focused our social impact commitments on digital equity.

We know that we cannot do this work in isolation. Through collective-impact, long-term thinking and leading with our values, we will continue to address digital equity by:

- **Providing access:** We help ensure people have access to the technology they need, including computers, software and internet connectivity.
- **Supporting education:** We power initiatives that excite learners about science, technology, engineering and mathematics (STEM), as well as computer science and digital literacy.
- **Building our workforce:** We're committed to diversity and inclusion and are actively creating a technology industry that reflects the world we live in.

## CDW Social Impact



In 2023, CDW distributed over \$1.6 million through the company's donor-advised fund, which includes matching gifts and over \$1.1 million invested in 70 nonprofit partners.





## PROMOTING DIGITAL EQUITY

- **All Star Code workshop:** CDW has supported All Star Code, a nonprofit committed to closing the racial opportunity gap in tech, since 2021 through funding its core programming, serving as a host site partner of the Summer Intensive Program and providing laptops, hotspots, headphones and software so students bear no financial burden. In summer 2023, CDW coworkers volunteered during All Star Code's partner programming workshops to virtually connect with students across the US; Chicago-area participants were invited to the CDW Adams office for a day of learning and professional development.
- **Per Scholas tour:** Coworkers across the US support Per Scholas, a nonprofit that strives to advance economic equity through rigorous training for tech careers and connect skilled talent to leading businesses. In 2023, a cohort of Per Scholas students toured our Vernon Hills distribution center, attended workshops hosted by our recruitment team and engineers, and heard from CDW coworkers who are Per Scholas alumni.
- **Compudopt:** To advance Compudopt's mission to bridge the digital divide and reduce e-waste through the refurbishment and distribution of gently used, donated computers, CDW has provided technology, volunteer time and support through our grant program. Most recently, CDW hosted a coworker computer drive with donations directed to Compudopt and engaged volunteers at several Compudopt locations to assist with the handling and deployment of tech donations.

**At CDW, we are committed to addressing digital equity. Our digital inclusion efforts focus on providing access, supporting education and building the workforce of the future.**





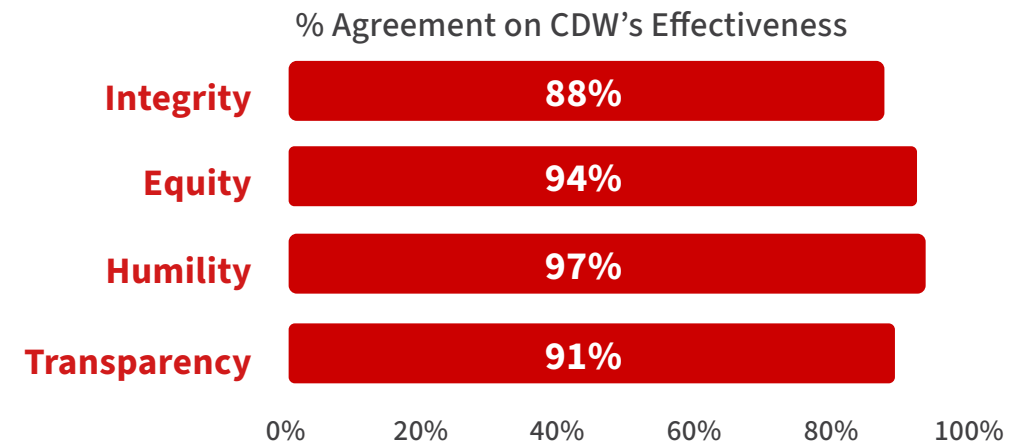
## Partnership Effectiveness Survey Gathers Nonprofits' Input

The Social Impact team distributed its second annual Partnership Effectiveness Survey to CDW's nonprofit partners. The survey measures the success of CDW's efforts to empower our communities. Nonprofit partner perceptions exceeded the target of 80% agreement for:

- **Integrity:** I can rely on CDW's Social Impact team to follow through on commitments.
- **Equity:** The way we work together supports the best outcomes for our communities.
- **Humility:** There is mutual trust and respect between our organization and CDW.
- **Transparency:** We transparently share information with each other.

In addition, 77% of respondents confirmed that CDW is their corporate partner of choice.

## Nonprofit Partner Survey Results







## SCALING OUR GLOBAL EFFORTS

We are working to scale Social Impact efforts globally and provide the best experience possible for our customers, partners and stakeholders.

- **American Red Cross:** CDW continues to partner with the American Red Cross as a member of the national Disaster Responder program through a pledged contribution to Disaster Relief, helping serve people affected by more than 65,000 disasters each year.
- **Big Brothers Big Sisters Toronto:** CDW Canada partnered with Lenovo to donate essential technology hardware to Big Brothers Big Sisters Toronto to support their mission to mentor youth. This donation helped them address the increasing requirement to offer virtual engagement models to better serve their participants.
- **Chennai Flood Relief:** CDW coworkers in India participated in relief activities related to the Chennai floods in December 2023.
- **The Prince's Trust:** A Gold patron of The Prince's Trust, CDW UK contributed to the charity in support of vulnerable young people. The funds help provide young people with the confidence-building support, training and employment opportunities they deserve.



## LAUNCHING PROJECT ELEVATE

In 2023, CDW conducted a listening tour and discovery phase for Project Elevate, an initiative designed to surface innovative ways to address **digital equity** while aligning the work to our business strategy and brand campaign. Project Elevate, which is expected to launch in 2024, will seek to address critical needs, create business value and leverage CDW's corporate assets and expertise.

The work will prioritize:

- **Digital equity impact:** Bridging the gap between those who have affordable access, technological skills and support to effectively engage in society and those who do not.
- **Values alignment:** Enhancing CDW's partner-oriented and highly engaged culture by bringing our values to life.
- **Integrated impact:** Leveraging CDW's unique business model and expertise to work collaboratively with coworkers, partners and the community to achieve impact at scale.

