GAINING GROUND

2023 ANNUAL REPORT

Union of Concerned Scientists
The Union of Concerned Scientists puts rigorous, independent science into action, developing solutions and advocating for a healthy, safe, and just future. We are scientists, engineers, economists, activists, and everyday people working together to make change happen.

FIGHTING FOR A SAFER AND HEALTHIER WORLD
Thanks to you, UCS made a difference in the lives of people affected by climate change, truck pollution, and radiation from nuclear weapons.

In fiscal year 2023 (October 1, 2022, to September 30, 2023) we:

- Advanced climate solutions with a plan for new offshore wind power in Maine and secured a 16th state commitment to 100 percent carbon-free energy in Minnesota
- Won a federal rule that will reduce diesel truck emissions by 80 percent or more
- Expanded compensation for exposure to radiation from nuclear weapons production and testing to people in Colorado, Guam, Idaho, Missouri, and Montana
- Provided the basis of a groundbreaking White House plan that protects federal scientists and their research from political interference
- Exposed fossil fuel producers' responsibility for forest fires in the western United States and southwestern Canada
CONTENTS

3 A Message from the President and Chair
4 Built Momentum toward a Cleaner Future
6 Held Fossil Fuel Companies Accountable
9 Secured Science’s Seat at the Table
10 Took a Step Forward on Nuclear Justice
11 Pushed for a Transformational Food and Farm Bill
12 Expanded Scientific Understanding
14 Financial Performance
16 National Advisory Board
17 Board of Directors
17 Senior Management
No matter where you live, chances are almost certain you were affected by climate change this year.

Scientists have been warning us for decades to expect more extreme weather as a result of climate change, but even for those of us close to the data it’s hard not to feel shocked by the reality. Waves of heavy rain and snow on the West Coast. Hazardous air over the Great Plains and Southeast from northern wildfires. Relentless heat waves in the South and Southwest. Historic flooding in New England and New York. Hurricane Idalia in Florida. The horrific wildfire on Maui.

The intensity of these events, here and around the world, makes it clear that the climate crisis is progressing beyond debate, denial, or delay. **We must stop burning fossil fuels.** As Rachel Cleetus, our policy director for climate and energy, told the *Boston Globe*, “Everything we care about is on the line now.”

This report speaks to the progress you made possible in 2023. You’ll see examples of our determination to seize every opportunity to drive down heat-trapping emissions and build a healthier planet, a safer world, and a more just society. Your ongoing support enables us to take full advantage of each one.

For example, we seized on public interest in the film *Oppenheimer* to reach across the political aisle and achieve a bipartisan victory for survivors of nuclear weapons testing. We deployed science to make sure the benefits of humanity’s largest-ever federal investment in climate justice—the Inflation Reduction Act—reach the most affected communities. And we brought farmers and farmworkers to meet their elected officials in Washington, DC, to call for a food and farm bill that supports their well-being, protects the environment, and feeds the hungry, instead of lining the pockets of Big Agriculture.

These efforts—and many more you’ll read about in the pages ahead—represent complex, often multi-year efforts anchored in the rigorous, respected scientific research the Union of Concerned Scientists is known for. This work simply would not be possible without you and your commitment to our mission.

We’re gaining ground in driving fair, science-informed solutions that matter. For our children and future generations, we must keep the momentum going as we enter a crucial election year. And in collaboration with steadfast partners like you, we’ll succeed.

We are so grateful for your ongoing support. Thank you.
Thanks to ongoing support from our donors, UCS has made many important contributions to federal and state climate, energy, and transportation legislation over the years. In 2022 our scientific analysis and advocacy directly shaped the Inflation Reduction Act—the most important climate legislation in our nation’s history—and in 2023 UCS scientists, analysts, organizers, lobbyists, and communicators worked in partnership with environmental justice organizations to ensure that this law fulfills its transformational potential by being implemented in an effective and equitable way.

As a result, clean energy and transportation are becoming more affordable and accessible, more people are installing rooftop solar panels, and more people and businesses are making the switch to electric vehicles. This momentum is strengthening our energy security and helping the United States take urgently needed steps toward meeting its climate goals.

**ENERGY.** Through rigorous, independent research that you made possible, UCS helped accelerate the transition to a modern and equitable electricity grid that can help avoid the worst effects of climate change while delivering benefits to marginalized communities.

- Following several years of coalition work—during which UCS submitted testimony, mobilized supporters, and maintained a drumbeat of blogging and research outlining how Minnesota can meet its electricity needs completely and equitably with clean energy—the state committed to 100 percent carbon-free energy by 2040. This victory marks the 16th state, plus the District of Columbia and Puerto Rico, to adopt such a standard.

- UCS contributed language to, and testified on behalf of, a new Maine law requiring the development of new offshore wind power that will provide more than half of the state’s electricity by 2040.

- We secured a regulatory win in Michigan, in which energy company DTE agreed to speed the closure of the state’s largest coal-fired power plant and invest in more clean energy, efficiency, and battery storage.

- UCS weighed in on an Environmental Protection Agency (EPA) proposal for the nation’s first federal standards to limit heat-trapping carbon emissions from coal- and gas-fired power plants.

**TRANSPORTATION.** With your support, UCS successfully advocated for stricter vehicle emissions and electrification standards at both the state and federal levels.

- We helped persuade five states (Massachusetts, New York, Oregon, Vermont, and Washington) to follow California’s lead by requiring all new passenger vehicles to be electric by 2035.
• We won standards in California requiring truck fleets there to gradually increase their purchases of electric trucks, reaching 100 percent of new sales by 2036. Colorado, Connecticut, Maryland, and Vermont also adopted or advanced regulations requiring truck manufacturers to offer electric models in those states.

• We worked with Massachusetts to approve $400 million in charging infrastructure for electric vehicles (EVs) and rebates to help low-income households adopt EVs. This set of programs—one of the largest portfolios in the nation—will result in tens of thousands of new charging ports over the next four years.

• Nine months of campaigning by UCS not only led to a federal rule that will reduce diesel truck emissions by 80 percent or more, but also built strong alignment with environmental justice organizations on policies that prioritize communities’ needs.

• We also helped improve environmental justice groups’ access to the EPA through our support of a partner’s petition demanding reductions in freight emissions. After receiving the petition, which included 30,000 signatures (more than 10,000 from UCS supporters), the EPA administrator committed to regular meetings with grassroots organizations.

2023 PROGRESS YOU MADE POSSIBLE

• MINNESOTA COMMITTED TO 100 PERCENT CARBON-FREE ENERGY BY 2040

• CALIFORNIA ESTABLISHED ONE OF THE WORLD’S FIRST ZERO-EMISSIONS STANDARDS FOR LARGE TRUCK FLEETS

• THE FEDERAL GOVERNMENT ACTED TO REDUCE DIESEL TRUCK EMISSIONS BY 80 PERCENT OR MORE
As the effects of climate change worsen and spread, your support of UCS has enabled us to help the public understand the links between extreme weather, global warming, and the polluters that are ultimately responsible.

**MAPPING THE DAMAGE.** In 2022 we coined the term “danger season” to describe the cascading climate impacts that increasingly affect summer months, and the summer of 2023 was the hottest on record—bringing seemingly endless heat waves to the United States and Europe, uncontrollable wildfires to Canada, and unprecedented floods to cities and towns around the world. Little wonder the media outlet Grist added “danger season” to its list of Words of the Year. UCS built a widely visited interactive map showing danger season’s localized impacts along with a real-time tally of how many millions of people in the United States were affected. But we did far more than name and chronicle these impacts.

**INNOVATIVE RESEARCH.** In the latest in a series of pathbreaking, peer-reviewed analyses made possible by donors like you, UCS pinpointed the role that the largest
fossil fuel companies have played in contributing to drought and forest fires. We calculated that 19.8 million burned acres—some 37 percent of the total area burned in the western United States and southwestern Canada since 1986—resulted from heat-trapping emissions that trace directly to the world’s 88 largest fossil fuel producers and cement manufacturers. More than 260 media outlets reported our findings, including CNN, the Washington Post, and the Weather Channel.

Equally important, this analysis added to the growing body of “attribution science” that UCS has pioneered; our previous work calculated carbon producers’ contributions to ocean acidification, sea level rise, and higher global temperatures. Our 2017 peer-reviewed paper in Climatic Change linking fossil fuel companies to rising temperatures is one of that journal’s most-accessed articles ever.

**LEGAL ADVANCES.** UCS research is not just spurring interest but action: providing the scientific foundation for a burgeoning number of lawsuits that seek to hold major fossil fuel companies liable—for climate damages and for the companies’ decades of deception about the dangers they knew their products pose to the planet.

This year, in an important win, the US Supreme Court ruled that lawsuits seeking climate-related damages against fossil fuel companies must remain in state courts. The companies had delayed some of these cases for years by trying to move them to federal court, where they hoped for a more favorable outcome. The Supreme Court ruling represents a pivotal moment, allowing dozens of cases to move ahead and ensuring that communities will be able to seek justice according to their own state laws. Already, some 40 US cities, counties, and states from Hawai‘i to Massachusetts have filed lawsuits against ExxonMobil and other fossil fuel companies, with the
2023 PROGRESS YOU MADE POSSIBLE

• EXPOSED FOSSIL FUEL PRODUCERS’ RESPONSIBILITY FOR 37 PERCENT OF THE LAND BURNED BY FOREST FIRES IN WESTERN NORTH AMERICA SINCE 1986

• CONTRIBUTED SCIENCE THAT BOLSTERS DOZENS OF LAWSUITS UNDER WAY AGAINST FOSSIL FUEL COMPANIES

• CAPTURED MEDIA ATTENTION BY COINING THE TERM “DANGER SEASON” TO DESCRIBE SUMMER’S OVERLAPPING CLIMATE IMPACTS

THE ULTIMATE PRESSURE POINT?
The urgency to address climate change has never been more palpable, and climate lawsuits that draw upon UCS investigative reports and scientific analyses offer a potentially historic lever for securing transparency, accountability, and transformative change. By pursuing litigation, the plaintiffs are not only seeking compensation for environmental harms but also working to dismantle fossil fuel companies’ deeply entrenched culture of denial and deception that has done so much to hinder meaningful climate action.

UCS stands with you in the vanguard of this fight. Our powerful science will continue to help debunk climate disinformation, to seek justice for communities on the front lines of climate change, and to force powerful companies to alter ways of doing business that for too long have stood in the way of the progress we need to reduce carbon emissions, slow global warming, and move to a clean energy economy.
UCS supporters like you enabled us to continue serving as a watchdog for science in 2023, ensuring scientists are heard when it’s time to set policy and that science factors into decisionmaking.

Our health and well-being depend on the ability of scientists who work for government agencies to use the best available science, free from political interference—which is why UCS has advocated for years to codify scientific integrity into law, as a guiding principle for federal agency work. Gratifyingly, the Biden administration listened, releasing a landmark scientific integrity framework that closely follows UCS recommendations. As part of our watchdog role, we conducted the latest in a series of surveys that gauge federal scientists’ morale and their agencies’ commitment to scientific integrity, and we published an online compendium of political attacks on science that covers 22 years and four administrations—as both a record and a warning.

Your support also helped UCS put scientific integrity into action, by launching a campaign pressing the Environmental Protection Agency (EPA) to set stronger science-based limits on emissions of ethylene oxide, a known carcinogen that escapes from medical device sterilization facilities. Our analysis found that more than 14 million people in the United States live within five miles of such facilities, including a disproportionately high number of people of color and low-income households. These findings drew national headlines and led hundreds of people to attend UCS workshops on how to provide public comments to the EPA, urging the agency to adopt more rigorous protections in 2024.

2023 PROGRESS YOU MADE POSSIBLE

- PROVIDED THE BASIS OF A WHITE HOUSE PLAN THAT PROTECTS FEDERAL SCIENTISTS AND THEIR RESEARCH FROM POLITICAL INTERFERENCE
Nearly two years into Vladimir Putin’s war against Ukraine, the risk of nuclear conflict is higher than it’s been in decades. In 2023, your support enabled UCS to pursue diplomacy and collaboration that would slow an emerging arms race that is both technically unnecessary and potentially catastrophic. At the same time, we achieved a measure of justice for the harm the US nuclear weapons program has caused to thousands of people at home and abroad.

In a letter co-authored with the Arms Control Association, UCS called on the US government to prioritize justice for the Marshall Islands, a nation used as a testing site for nuclear weapons, which has left generations grappling with high rates of cancer and other debilitating health conditions stemming from radiation exposure. More than 100 organizations across the United States signed the letter, prompting a meeting with US officials negotiating the Compact of Free Association between the two nations.

Meanwhile, working with members of US communities on the front lines of nuclear weapons production and testing, UCS lobbied senators and publicized the issue of radiation exposure in the media, leading to an extension and expansion of the Radiation Exposure Compensation Act (RECA). In a bipartisan vote, the Senate extended RECA—which was set to expire in 2024—by 19 years and expanded its coverage areas to thousands of additional people who worked in uranium mines and lived downwind of the United States’ 200 aboveground nuclear tests. At press time, the act was working its way through the congressional reconciliation process.
Every five years, the trillion-dollar federal legislation UCS refers to as the food and farm bill shapes what farmers produce and what we eat—a system that has been hijacked by corporate-controlled industrial agriculture. With your support, we made a strong case for a new food and farm bill that:

- Protects small farmers and ranchers from Big Ag’s monopolistic practices
- Starts to reverse a history of discrimination against farmworkers and Black farmers
- Expands nutrition assistance (instead of cutting it)
- Reduces agriculture’s global warming emissions
- Invests in research to make agriculture more sustainable

UCS analysis demonstrated the need for a bill that expands research on the health of this country’s 2.4 million farmworkers, who face risks from extreme heat, pesticides, and food insecurity. Another UCS report showed that Black farmers lost nearly 90 percent of their land in the 20th century, and proposed a policy reform that would help turn the tide.

We organized scientists, farmers, and groups both local and national in scale; publicized the links between industrial agriculture, unfair labor practices, and climate change; and brought food system workers to Capitol Hill for an unprecedented briefing with legislators drafting the food and farm bill. We met with the leaders of the House and Senate agriculture committees to press for our list of priorities—backed by polling we commissioned that documents support from voters across the political spectrum.

The negotiations may drag into 2024, but we received a hopeful signal when two bills that would improve working conditions for food workers and farm workers were introduced in the Senate as a result of our work. With your help we will push for a final food and farm bill that includes all our priorities.

**2023 PROGRESS YOU MADE POSSIBLE**

- Got legislation introduced in the Senate that would improve working conditions for 21.5 million food workers and farm workers

**PUSHED FOR A TRANSFORMATIONAL FOOD AND FARM BILL**
UCS experts authored or contributed to these reports and papers published between October 1, 2022, and September 30, 2023.


The Union of Concerned Scientists continues to benefit from the generosity of our more than 100,000 members and foundations, who work in partnership with us to build a healthy planet and safer world. The majority of our support—83 percent—came from generous individual donors through outright and planned gifts, while support from foundations represented 15 percent of our revenue.

Eighty-six percent of every dollar donated to UCS in fiscal year 2023 directly funded our program work, with the remaining 14 percent spent on the critical administrative infrastructure and fundraising that support our programs. With an annual budget of $50 million, UCS continues to strengthen our unique ability to help solve our planet’s most pressing problems with the power of independent science.
# Preliminary Financial Statement

*Fiscal year ending September 30, 2023*

## Operating Revenue and Other Support

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual giving</td>
<td>$34,791,862</td>
</tr>
<tr>
<td>Foundations</td>
<td>$6,399,000</td>
</tr>
<tr>
<td>Other</td>
<td>$966,398</td>
</tr>
<tr>
<td><strong>Total operating revenue and other support</strong></td>
<td><strong>$42,157,260</strong></td>
</tr>
</tbody>
</table>

## Operating Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program expenses</td>
<td>$40,994,917</td>
</tr>
<tr>
<td>Fundraising expenses</td>
<td>$3,289,127</td>
</tr>
<tr>
<td>General and Administrative expenses</td>
<td>$3,384,464</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>$47,668,508</strong></td>
</tr>
</tbody>
</table>

## Change in Net Assets

<table>
<thead>
<tr>
<th>Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Assets at Beginning of Year</strong></td>
<td>$64,654,937</td>
</tr>
<tr>
<td><strong>Net Assets at End of Year</strong></td>
<td><strong>$59,143,689</strong></td>
</tr>
</tbody>
</table>

*Note: These are preliminary results that had not been audited at press time; for our audited results, visit the UCS website at [www.ucsusa.org/about/funding-financials](http://www.ucsusa.org/about/funding-financials).*
The National Advisory Board of the Union of Concerned Scientists builds philanthropic, scientific, and political impact by bringing together diverse partners to provide financial support, advice, and counsel to UCS leadership that shapes and informs our strategies.

Ibrahim Abdul-Matin,* Mount Vernon, NY
Ishmawil K. Abdul-Matin, Woburn, MA
Mustafa S. Ali, PhD, Washington, DC
Susan E. Anderson, Longmont, CO
Frank Arentowicz, Los Angeles, CA
Christopher Beach, Stony Brook, NY
Rev. Sally G. Bingham, San Francisco, CA
Christopher Boniface, Portland, OR
Emily Boniface, Portland, OR
Chelsie Boodoo, Alexandria, VA
Diane Boss, Santa Barbara, CA
Julia R. Brown, San Diego, CA
Marcia R. Cohen, Santa Barbara, CA
Tony Crabb, Healdsburg, CA
Peter B. Danzig, PhD, Menlo Park, CA
Virginia A. de Lima, West Hartford, CT
Alan C. DeChant, New York, NY
David J. Feldman, New York, NY
Peter Flom, New York, NY
Wesley K. Foell, Madison, WI
Leigh Ann Frankel, Prescott, AZ
Matt Frankel, MD, Prescott, AZ
Nancy Gorof, PhD, Stony Brook, NY
Barbara Grasseschi, Healdsburg, CA
Daniel P. Gunther, MD, Santa Barbara, CA
Jerre A. Hitz, Los Altos Hills, CA
Richard E. Hutton, Santa Barbara, CA
Brigitte L. Kingsbury, Cape Elizabeth, ME
Randall D. Knight, PhD, Atascadero, CA
Darcy Latham-Wilding, North Hollywood, CA
Eric S. Max, Berkeley, CA
Holly Mayton, PhD, Philadelphia, PA
Donna-Christine McGuire, Montecito, CA
Samantha T. Mensah,* Culver City, CA
Christopher P. Michel, San Francisco, CA
Michael R. Mills, Saratoga Springs, NY
Alice P. Neuhauser, Manhattan Beach, CA
Sara Nichols, Los Angeles, CA
William S. Nye, Los Angeles, CA
Patrick J. O’Donnell, Oak Lawn, IL
Aimée Okotie-Oyekan, Eugene, OR
Edward A. Parson, PhD, Los Angeles, CA
Bhavna M. Patel, New York, NY
Kishan Patel, Manhattan Beach, CA
Avital Percher, PhD, Philadelphia, PA
Daphne Petri, Newton, MA
Daniel Pomeroy, PhD, Brighton, MA
Daniel Puentes, Alexandria, VA
Andrew Reich, Los Angeles, CA
Mick Rosenthal, Culver City, CA
Tedd R. Saunders, Boston, MA
Valentine A. Schaffer, New York, NY
Douglas Schoenberg, Villanova, PA
Paul Schwartz, Newton, MA
Jon Sedmak, Santa Rosa, CA
NoraLee W. Sedmak, Santa Rosa, CA
Shola Shodiya-Zeumault, Santa Cruz, CA
John H. Steed, Santa Barbara, CA
Sabrina J. Stevens, Oxon Hill, MD
Kimberly E. Stone, Highland Park, IL
Tucker Taft, Lexington, MA
Glenn E. Thomas, PhD, Louisville, KY
Anthony D. Tindall, Chicago, IL
Joseph Uehlein, Takoma Park, MD
Maria L. Umayam, Venice, CA
Jonathan D. Ungar, Scarsdale, NY
Kathleen M. Washienko, Seattle, WA
William B. Wiener, Jr., Shreveport, LA
Mark Wilding, North Hollywood, CA
Michael E. Wolf, Forest Hills, NY
Jeff D. Wolfe, Houston, TX

* Denotes this member has passed away  • Denotes this member’s term ended in 2023
ANNE R. KAPUSCINKSI, PhD | Chair
Director, Coastal Science and Policy Program, Professor of Environmental Studies, University of California–Santa Cruz
Pew Fellow in Marine Conservation, 2001
Recipient, Ocean Award 2019

PETER A. BRADFORD, PhD | Vice Chair
Former chair, New York and Maine utility regulatory commissions
Former member, Nuclear Regulatory Commission

MACKY MCCLEARY | Treasurer
Director, Energy, Sustainability, and Infrastructure, Guidehouse
Former administrator, Rhode Island Division of Public Utilities and Carriers
Former director, Rhode Island Department of Business Regulation

MARGO OGE | Secretary
Board chair, International Council on Clean Transportation
Former director, Office of Transportation and Air Quality, US Environmental Protection Agency
Author, Driving the Future: Combating Climate Change with Cleaner, Smarter Cars
Distinguished Fellow, ClimateWorks Foundation

MAHZARIN BANAJI, PhD
Richard Clarke Cabot Professor of Social Ethics, Department of Psychology, Harvard University
External faculty, Santa Fe Institute
Elected member, American Academy of Arts and Sciences, National Academy of Sciences, American Philosophical Society, British Academy
Co-author, Blindspot: Hidden Biases of Good People

LAURIE BURT, JD
President, Laurie Burt, LLC
Project coordinator, RGGI Project Series
Former commissioner, MassDEP; environmental attorney

STEVE FETTER, PhD
Associate provost and dean of the Graduate School, University of Maryland
Former principal assistant director, White House Office of Science and Technology Policy

RICHARD L. GARWIN, PhD
Fellow Emeritus, IBM Thomas J. Watson Research Center
Recipient, Presidential Medal of Freedom, 2016

ANDREW GUNTER, PhD
Member, San Francisco Bay Regional Water Quality Control Board
Commissioner, San Francisco Bay Conservation and Development Commission
Founder, Center for Ecosystem Management and Restoration

GEOFFREY HEAL, PhD
Chair, Coalition for Rainforest Nations
Member, National Academy of Sciences
Former president, Association of Environmental and Resource Economists

JAMES S. HOYTE, JD
Senior advisor, Tremont Strategies Group
Former Massachusetts Secretary of Environmental Affairs

CAMARA PHYLLIS JONES, MD, PhD
Senior fellow, Satcher Health Leadership Institute, Morehouse School of Medicine
Former medical officer and research director, Centers for Disease Control and Prevention
Former president, American Public Health Association

ZIA MIAN, PhD
Senior research scholar and co-director, Program in Science and Global Security, Princeton University
Recipient, American Physical Society’s Leo Szilard Award, 2019
Member, UN Secretary-General’s Advisory Board on Disarmament Matters

WILLIAM K. REILLY
Executive committee member, US Water Partnership
Board member, Center for Strategic and International Studies
Former EPA administrator, 1989–1993
Chairman emeritus, World Wildlife Fund

BEN SANTER, PhD
Visiting researcher, University of California–Los Angeles
Member, National Academy of Sciences
Recipient, William Procter Prize for Scientific Achievement, 2019

ADELE SIMMONS, PhD
President, Global Philanthropy Partnership and Simmons Center for Global Chicago
Former president, John D. and Catherine T. MacArthur Foundation

NANCY STEPHENS
Actor, political activist
President, Rosenthal Family Foundation
Board member, Americans for the Arts

THOMAS H. STONE
CEO, Stone Capital Group, Inc.
Board member, Merit School of Music, Music For Food

KIM WADDELL, PhD
Project director, VI-EPSCoR, University of the Virgin Islands
Project lead, USVI Hazard Mitigation and Resilience Plan
Former senior program officer, Ocean Studies Board, National Academies of Sciences, Engineering, and Medicine

ELLYN R. WEISS, JD
Lawyer, artist—her work, which often deals with climate change, has been widely exhibited
Former general counsel, Union of Concerned Scientists
Former partner, Harmon and Weiss and Foley, Hoag and Eliot
Board co-chair, Truro Center for the Arts
YOU MAKE IT ALL POSSIBLE

WE ARE DEEPLY GRATEFUL FOR YOUR DEDICATION AND SUPPORT. THIS WORK WOULD NOT BE POSSIBLE WITHOUT YOUR COMMITMENT TO BUILDING A BETTER WORLD TOGETHER. THANK YOU.