

2022 - 2024

IN BED
SUSTAINABILITY
STRATEGY

I N
B E D

A letter from IN BED

Since 2013, IN BED has been on a journey to create timeless, beautiful products in a responsible and respectful way. Our aim has always been to create things that would be loved and cherished for years to come, whilst being gentle on both planet & people.

To do this, we have continually reflected on our practices and operations to ensure we embody our values in every aspect of our business. We are proud of IN BED's progress towards enduring, sustainable design, ethical business practices, and social responsibility. However, we also acknowledge there is more positive impact we can achieve and negative impacts we can reduce.

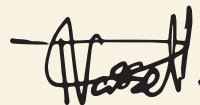
To map a pathway that improves our impacts, we engaged sustainability consultants - Go Well Consulting - to help us develop this, our first Sustainability Strategy. Within it we have identified our key impacts as a business. Under each, we have set goals and targets under that, which make up the framework for how we intend to grow as an ethical, sustainable and transparent business that acts with integrity.

We have organised our impacts under three pillars: Planet, People, Prosperity, and have set targets for the next three years (including this year).

This Strategy sets our business direction, bringing together all of our work to date and aligning it with our future aspirations. It will shape where we focus our energy and how we continue to embody our values moving forward.

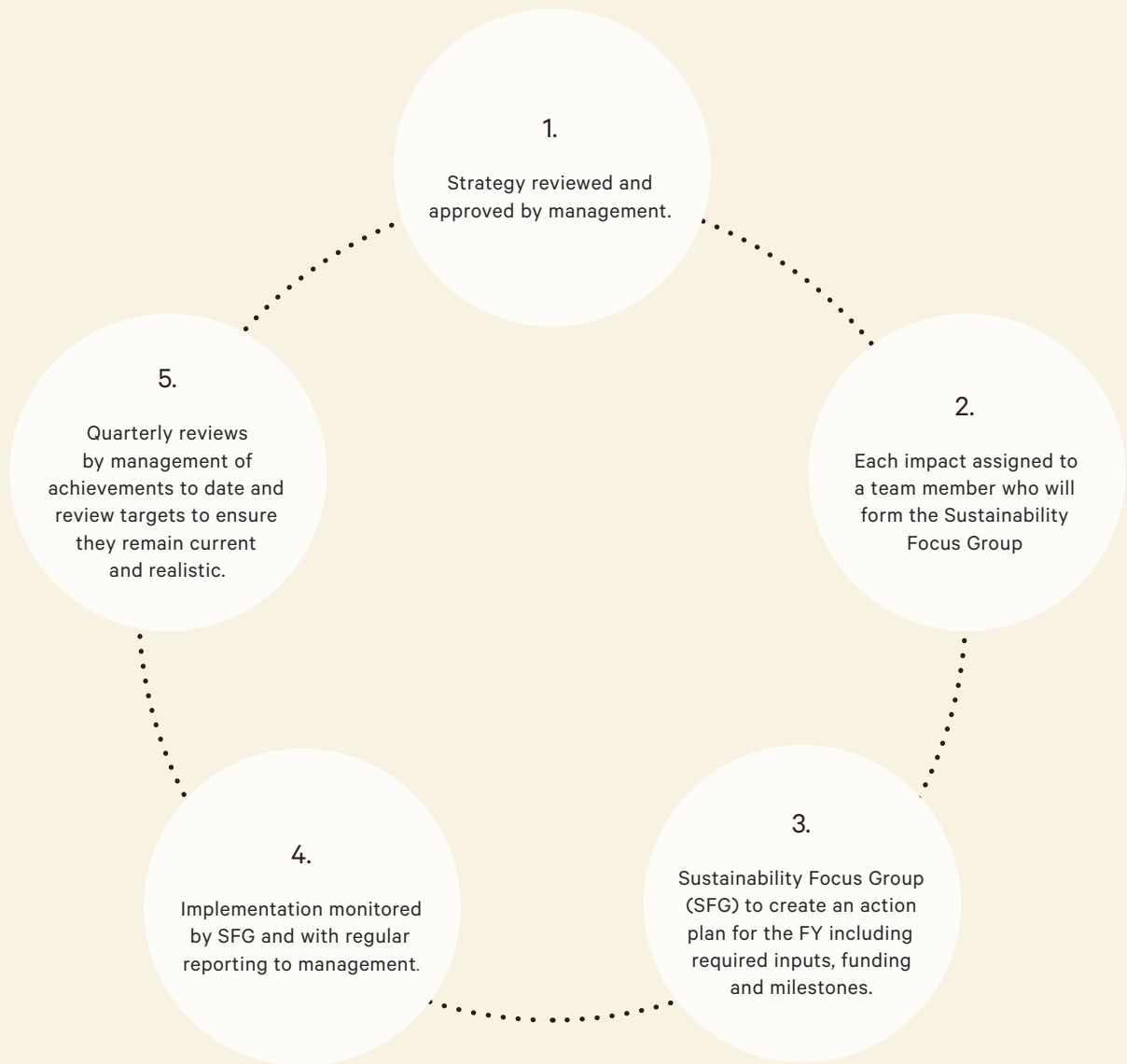
We are a business built on the foundations of trust, honesty and respect, and are committed to benefiting our stakeholders. As such, we welcome any comments on this strategy and encourage you to reach out with any ideas or questions.

We hope that our journey helps to drive conscious consumption and the transition to a circular economy. We are excited by the challenge, and the opportunity to share it with you.



Pip and the IN BED team
18.08.2022

How we will action this strategy



End of FY report on progress made, and review and revision to strategy / action plan where required.

United Nations Sustainable Development Goals (SDGs)

The SDG's were "adopted by all United Nations Member States in 2015, (to provide) a shared blueprint for peace and prosperity for people and the planet, now and into the future. The 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests." - <https://sdgs.un.org/goals>

IN BED has reviewed and recognised the SDG's as a benchmark for sustainable business practices across the globe, and we are aligning our strategy to these goals. We have selected 11 goals (displayed below) we feel we can have the biggest impacts on, while also ensuring we are not negatively contributing to any others. We have included the relevant target set for the SDG under each applicable SDG beside our goals in this strategy. You can see the full explanation of the relevant SDGs and specific targets in the appendix.

1.	No Poverty	
2.	Good Health and Well-Being	
3.	Quality Education	
4.	Clean Water and Sanitation	
5.	Affordable and Clean Energy	
6.	Industry, Innovation and Infrastructure	
7.	Reduced Inequalities	
8.	Responsible Consumption and Production	
9.	Climate Action	
10.	Life Below Water	
11.	Partnerships for the Goals	

Our Existing Practices (Business as Usual) or Commitments

Below are the actions, policies and initiatives relating to sustainability that we have already undertaken, or continue to undertake as part of our business as usual:

- ✓ We only use European Flax® certified linen.
- ✓ We only use certified organic cotton.
- ✓ We only use Responsible Wool Standard certified sheep wool.
- ✓ We only use cashmere that is produced in line with the Sustainable Fibre Alliance cashmere standard.
- ✓ All of our textiles (linen, cashmere, cotton, alpaca wool and sheep wool) are OEKO-TEX® 100 certified.
- ✓ All of our factories have signed our supplier code of conduct, and hold certifications relating to their operations e.g ISO14001, SA8000, GOTS, Fair Trade.
- ✓ We operate our Back IN BED takeback programme allowing customers to return used products, which depending on product type & condition we either donate to the RSPCA or have recycled into yarn for reuse by Textile Recycling Australia.
- ✓ We ensure 50% of all IN BED content features or is created by, Black, Indigenous or People of Colour.
- ✓ We make a monthly repayment through paytherent.net.au to indigenous Australian communities.
- ✓ We are a member of the 1% Pledge and donate 1% of our revenue in money or in kind each year and regularly donate to charity.
- ✓ We are a certified B Corp, and have committed to being a force for good, including by amending our company constitution to preserve stakeholder governance and cement our purpose.
- ✓ We have a longstanding partnership with Women's Community Shelters in Australia to whom we donate 20% of online sales from every second Tuesday of the month as well as donation of bedding for residents.
- ✓ The IN BED Head Office and stores are 100% Carbon Neutral and offset through PathZero.
- ✓ All of our Australian based operations are run on 100% renewable electricity
- ✓ We provide staff a monthly wellbeing allowance to support their health and wellbeing.
- ✓ We provide various types of paid and unpaid parental leave, up to 24 months.
- ✓ We use recycled fabrics with our GRS / GOTS certified cotton cord cushion range.
- ✓ All IN BED ribbon used for packaging of kitchenware is produced using GRS certified recycled cotton.








PLANET

Goals and Targets: Planet

IMPACT	OUR GOALS	WHY THIS IS IMPORTANT TO US	SDG ALIGNMENTS
Materials, Fabric and Packaging we Use	Become a circular business that is plastic free and not responsible for any material being sent to landfill or incineration.	We are inspired by circular principles of design, longevity and quality and we want to be change makers in the transition away from our take-make-waste economy to a circular one.	 



OUR CHALLENGES	END OF 2022 TARGETS	END OF 2023 TARGETS	END OF 2024 TARGETS
<ul style="list-style-type: none"> › There is currently limited scope for secondhand linen within the markets we operate. › We have limited control over how our customers care, repair and dispose of our products. › Recycled fibres do not currently have the same quality and performance as virgin fibres. › There are limited recycling facilities for fabrics globally. › We are required to meet packaging requirements set by shipping and logistics companies. › We require packaging to protect our products during shipping. 	<ul style="list-style-type: none"> › Formalise a repair programme for Australian customers. › Collate data on our 'Back IN BED' programme and repair service then develop a strategy to expand these and set targets for 2023. › Engage with industry peers to investigate scaling up an industry-wide fibre recycling programme. › Continue researching innovative and recycled fabrics and low impact dyeing techniques. › Undertake a packaging audit to identify types and volumes of all packaging within our supply chain. 	<ul style="list-style-type: none"> › Create clear instructions on how to repair our products on our website (e.g. videos, images). › Launch a repair programme for Australian customers and investigate rolling this out in our international markets. › Work with industry peers and Textile Recycling Australia to develop an initiative to scale up an industry-wide fibre recycling programme and set a target for 2024. › Review our processes for the 'Back IN BED' programme and ensure we develop communications around reuse & repurposing our products. › Achieve our 'Back IN BED' growth target for 2023. › Run a campaign on the impacts achieved through our 'Back IN BED' programme. › Investigate expanding our 'Back IN BED' or another take back programme to our key international markets. › Investigate end of life options for all IN BED products in our international markets. › Run a communications campaign on the impacts of caring for and repairing products. › 100% of IN BED products to be virgin plastic free. › Work with our suppliers to design all of our IN BED products to be certified compostable. › Trial recycled fibres in bedding range and set targets for the amount of recycled content in our range in 2024. › Trial bio-based alternative dye in one of our products. › Achieve our 2023 recycled packaging content target and set targets for 2024 › Eliminate any unnecessary packaging within our supply chain. › Engage with our supply chain and 3PL partners to explore opportunities to reduce, reuse and recycle packaging. › Investigate offering our customers the ability to choose reused freight packaging. › Ensure all packaging we use has clear instructions on how to correctly dispose of it, and has the APCO mark. 	<ul style="list-style-type: none"> › Launch a take back programme in our international markets. › 100% of IN BED products have the best end of life solution published on our website for every market we operate in. › Achieve our target relating to Textile Recycling Australia and / or industry wide recycling programme. › Achieve our 2024 recycled product content target. › Achieve compostable certification for at least one core IN BED product. › Achieve our 2023 recycled packaging content target and set targets for 2024.

Goals and Targets: Planet

IMPACT	GOALS	WHY THIS IS IMPORTANT TO US	SDG ALIGNMENTS
Water, Soil, Chemicals and Biodiversity	Have a regenerative impact on our environment.	Our vision is to inspire and enrich a considered life, and this requires us to lead by example with our own impacts as a business.	    

OUR CHALLENGES	END OF 2022 TARGETS	END OF 2023 TARGETS	END OF 2024 TARGETS
<ul style="list-style-type: none"> › We rely on our suppliers for data on our water, soil, chemical and biodiversity impacts. › Chemical use within textiles is very complex. › Water is required to grow and dye the natural fibres we use. › We have limited control on how our natural fibres are farmed. › It is very challenging to measure soil and biodiversity impacts. › Many suppliers within the textile industry are located in countries with limited environmental (and employment) laws and / or limited enforcement of those laws. › Closed loop water systems are expensive to implement. 	<ul style="list-style-type: none"> › Begin mapping our entire supply chain to gather data on water and chemical use and management. › Identify yarn, fabric and dyeing suppliers who we do not currently have a direct relationship with. › Develop supplier screening process to ensure all new suppliers align with our values and requirements. › Educate our customers on how they can minimise their water impacts through washing / care. › Monitor our water use at our own sites and set targets for 2023. › Establish an annual conversation and/or regeneration day. 	<ul style="list-style-type: none"> › Complete our water and chemical supply chain mapping. › Conduct an assessment of water and chemical risks within our supply chain. › Develop direct relationships with our yarn, fabric and dyeing suppliers who we do not currently have a direct relationship with. › Map and publish the water footprint of some of our products, then benchmark against industry average. › Develop and implement a communications plan around our products' water footprint. › Revise our supplier code of conduct to ensure it sets out our expectations regarding water and chemical use. › Research to deeply understand regenerative agriculture and biodiversity challenges, and their application to our business. › Engage with our suppliers on how they monitor, improve and address biodiversity within their operations. › Work with our fibre growers to assist them gather data on soil health and biodiversity. › Identify where and how we can maximise IN BED's regenerative impact and develop a plan to achieve this. › Engage with our suppliers to investigate where closed loop water systems could be implemented. › Use our platform to educate and engage our audiences on regenerative agricultural practices. › Investigate and implement water saving measures at our own sites. 	<ul style="list-style-type: none"> › Update and expand on the information we disclose about our suppliers. › 100% of suppliers have a robust environmental management plan. › Implement our plan around maximising IN BED's regenerative impact. › Develop and implement a communications plan around how IN BED creates regenerative impacts, with all of our stakeholders. › Develop a plan with identified suppliers to implement closed loop water systems at their site › Incorporate regeneratively grown fibres into our range and set targets for FY25. › Achieve our 2024 water use targets.

Goals and Targets: Planet

IMPACT	OUR GOALS	WHY THIS IS IMPORTANT TO US	SDG ALIGNMENTS
Greenhouse Gas Emissions and Energy	Accurately map our entire business's emissions and energy footprint, and reduce these in line with 1.5C.	We know that we are in a climate crisis and we must act now to reduce our emissions and energy use.	 

OUR CHALLENGES	END OF 2022 TARGETS	END OF 2023 TARGETS	END OF 2024 TARGETS
<ul style="list-style-type: none"> › It is difficult to obtain information from all of our suppliers about their energy use and emissions. › We have limited influence over the energy sources and emissions of our suppliers. › We rely on global freight services that are powered by fossil fuels. › Our electricity energy mix in Australia is heavily reliant on fossil fuels. › Many suppliers within the textile industry are located in countries with limited environmental laws and / or limited enforcement of those laws. 	<ul style="list-style-type: none"> › Map our scope 3 emissions and establish a functional unit for measurement (e.g. per \$ revenue). › Ensure the emissions offsets we purchase align with our core business values and support the SDGs. › Expand our carbon neutral accreditation to also include our scope 3 emissions. › Identify opportunities and set targets for 2023 and 24 to reduce our energy usage and improve energy conservation at our Australian based operations. 	<ul style="list-style-type: none"> › Develop an emissions reduction plan in line with 1.5C. and set targets for 2024 and FY25. › Offset our scope 1, 2 and 3 emissions by more than 100%. › Establish a 3PL in key international markets to reduce shipping emissions. › Prioritise procurement from suppliers and freight partners who have a strategy to reduce their emissions. › Investigate undertaking a life cycle assessment (LCA) for a core product. › Review our working from home and travel policies to ensure they reflect best practice to reduce staff emissions. › Develop and implement a communications plan around our emissions reduction and offsetting journey with all our stakeholders, and inspire them to take action on the climate crisis. › Revise our supplier code of conduct to ensure it sets out our expectations regarding emissions, energy and air pollution. › Achieve our 2023 energy reduction targets and set targets for 2024. › Investigate installing solar panels at our Australian sites. › Investigate how to incentivise our staff to use renewable electricity providers at home. 	<ul style="list-style-type: none"> › Achieve our 2024 emission reductions target. › Investigate formally aligning our emissions reduction plan with Science Based Targets. › 100% of suppliers to have signed our revised supplier code of conduct. › Achieve our 2024 energy reduction targets and set targets for FY25.




PEOPLE

Goals and Targets: People

IMPACT	OUR GOALS	WHY THIS IS IMPORTANT TO US	SDG ALIGNMENTS
Health, Wellbeing and Inclusivity	Ensure our workplace culture allows people to thrive, values diversity and makes certain that all of our people feel safe, supported and included.	We are a human-centred business, founded on genuine human connection and care deeply about ensuring our people are safe and happy in their work.	 

OUR CHALLENGES	END OF 2022 TARGETS	END OF 2023 TARGETS	END OF 2024 TARGETS
<ul style="list-style-type: none"> › We are a small team but have diverse expectations and views about health and wellbeing. › Our retail staff spend much of their time on their feet and our office staff much of their time sitting. › COVID-19 has placed extra stress and pressures on our team and challenged the way to ensure everyone is engaged. 	<ul style="list-style-type: none"> › Review and set our staff engagement and wellness targets for 2023. › Ensure our team surveys gain insights on our staff's level of health, well-being, and sense of diversity and inclusion within IN BED. › Ensure all our retail staff have sufficient break time and have ample opportunity to sit. › Ensure all our office staff have the opportunity to stand and work. › Continue to ensure all new staff undertake a Cultural Competency Program. › Actively engage our staff on unconscious bias. › Continue to ensure 50% of IN BED content is created by or features people identifying as BIPOC. › 35% of non-IN BED branded products are sourced from BIPOC owned businesses. 	<ul style="list-style-type: none"> › Achieve our 2023 staff engagement and wellness targets and set targets for 2024. › Engage with our staff to ensure our Wellness Programme aligns with their expectations and preferences, and achieves its intended impact. › Ensure all staff have access to an employee assistance programme. › Continually monitor our remuneration rates in line with inflation and increases in the cost of living. › Review how we include social and environmental KPIs in staff review and remuneration structures. › Review our procurement practices relating to BIPOC to ensure these align with our values and aspirations. › 50% of non-IN BED branded products are sourced from BIPOC owned businesses. › Investigate mentoring or work experience opportunities for minority or undeserved populations. › Use our platform to inspire other businesses to make improvements on diversity and inclusion. 	<ul style="list-style-type: none"> › Achieve our 2024 staff engagement and wellness targets. › Launch a mentoring or work experience programme for minority or undeserved populations. › Ensure staff engagement, wellness experience and benefits are equal across our different locations.

Goals and Targets: People



IMPACT	GOALS	WHY THIS IS IMPORTANT TO US	SDG ALIGNMENTS
People in Our Supply Chain	Ensure our supply chain upholds the highest ethical standards, respects the dignity of all those within it while supporting their sustainable development.	Ethical business practice and social responsibility are central to our mission.	 

OUR CHALLENGES	END OF 2022 TARGETS	END OF 2023 TARGETS	END OF 2024 TARGETS
<ul style="list-style-type: none"> › Global supply chains are often complex and with limited transparency. › There are instances of certification fraud within textile supply chains. › COVID-19 has limited the ability for us to visit our suppliers in person and has placed huge pressures on global supply chains. › It is challenging to find suppliers who align with our social and transparency standards. › Many suppliers within the textile industry are located in countries with limited employment (and environmental) laws and / or limited enforcement of those laws. › With suppliers being located in many different countries and regions around the world we encounter varying different cultural norms and expectations of how to do business. 	<ul style="list-style-type: none"> › Begin to map our entire supply chain, through all tiers, to gain complete visibility. › Develop and implement a process to ensure all certifications and audit reports are verified and up-to-date. › Engage with our tier 1 suppliers that do not have a social certification / audit report and develop a plan to obtain these. › Ensure we have an in-depth understanding of social certifications within our supply chain and clearly communicate these. 	<ul style="list-style-type: none"> › Complete our supply chain mapping exercise, including understanding what worker benefits are offered. › 100% of our tier 1 suppliers have social certification and/or audit from a reputable third party. › Determine what constitutes a living wage in each of the areas we operate in. › Engage with our suppliers to encourage them to pay a living wage. › Engage our suppliers to deeply understand the sustainable development challenges they face and how we can best assist. › Use our platform to demand improvements in working conditions and pay rates throughout global supply chains. › Publish and submit a modern slavery statement. 	<ul style="list-style-type: none"> › Update and expand on the information we disclose about our suppliers. › All of our tier 1 and 2 suppliers to be paying a living wage. › Develop and implement a plan to contribute to sustainable development challenges through social initiatives / projects in our supplier communities.



PROSPERITY

Goals and Targets: Prosperity

IMPACT	OUR GOALS	WHY THIS IS IMPORTANT TO US	SDG ALIGNMENTS
Education and Transparency	To use our platform to educate and empower others to live a considered life and to model business transparency.	We believe in the power of knowledge to inspire conscious consumption and ultimately the change that we need in the world. We believe open and honest business practices allow consumers to seek out the knowledge they need to make informed choices	 

OUR CHALLENGES	END OF 2022 TARGETS	END OF 2023 TARGETS	END OF 2024 TARGETS
<ul style="list-style-type: none"> › There is much competing sustainability information available to consumers we need to contend with. › It can be difficult for our customers to discern what information is genuine and what is “greenwashing”. › Our audience has different levels of understanding of social, economic, and environmental issues. › It takes significant resources to track and publish our sustainability performance. 	<ul style="list-style-type: none"> › Make this strategy publicly available and ensure all our stakeholders are made aware of it. › Become a certified B Corp. › Ensure all our staff have a robust understanding of IN BED’s sustainability performance, goals and targets. › Develop a training schedule in consultation with our staff around key social and environmental topics. › Set a target for staff training hours in 2023. › Incorporate environmental and/ or social content into journal entries on our website. › Identify the key environmental and social topics IN BED customers want to learn more about. › Educate our customers on how best to care for their IN BED products and prolong their life. › Update our website to give further info on the accreditations and audits relating to our suppliers. 	<ul style="list-style-type: none"> › Publish an impact / sustainability report. › Achieve our 2023 staff training hours target. › Undertake annual company wide training to learn from indigenous perspectives. › Host an annual event / workshop / webinar around the transition to the circular and NetZero economy. › Develop and implement a communications plan to educate our stakeholders on the key environmental and social topics our customers identified. › 20% of all social posts to be focused on educating our audiences on environmental and social topics. › Investigate how we can aid in improving the education levels of those working in our supply chain. 	<ul style="list-style-type: none"> › Publish a strategy progress report on our progress against this strategy. › Review our education topics and develop then implement an engagement plan for 2024. › 30% of all social posts to be focused on educating our audiences environmental and social topics. › Review our B Corp impact assessment and develop a plan to increase our score for recertification in FY25.

Goals and Targets: Prosperity

IMPACT	OUR GOALS	WHY THIS IS IMPORTANT TO US	SDG ALIGNMENTS
Community and Charity Engagement	Ensure we are connected with the communities that we operate in and that we positively contribute to the lives of those within them.	We believe that businesses do not operate in a bubble and that we have a responsibility to nurture and support the communities around us.	

OUR CHALLENGES	END OF 2022 TARGETS	END OF 2023 TARGETS	END OF 2024 TARGETS
<ul style="list-style-type: none"> › There are many important and worthy causes we would like to contribute to. › We operate in different communities with differing needs. › It takes time and resource to understand and support the various challenges and good causes within our communities. › We must remain profitable to continue supporting the community causes and projects we do. 	<ul style="list-style-type: none"> › Ensure all our permanent staff undertake two paid days of volunteer work (in addition to our annual planting day). › Begin to collect information on the historical impact of all our charitable work and donations to date. › Launch a product collaboration with at least one of our charity partners. 	<ul style="list-style-type: none"> › Increase paid volunteer hours for all full-time staff to two and a half days per year. › Engage with stakeholders on what charitable / community causes they would like us to align to. › Publish information on the impact all our charitable engagements are having. › Share a case study for the positive impacts created during our partnership with Women's Community Shelters. › Investigate mentoring or work experience opportunities for minority or underserved populations. › Review contributions made through our 1% Pledge commitment and ensure they align with our community-related goals. 	<ul style="list-style-type: none"> › Ensure all our permanent staff undertake two and a half days of paid volunteer work. › Launch a mentoring or work experience programme for minority or underserved populations.

Appendix: SDG Targets we have aligned to

OUR IMPACT(S)	SDG TARGETS	ICONS
Materials, Fabric and Packaging We Use	12.2 By 2030, achieve the sustainable management and efficient use of natural resources	 
	12.4 By 2030, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	
	14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	
Water, Soil, Chemicals and Biodiversity	3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	  
	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	
	9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	
	12.2 By 2030, achieve the sustainable management and efficient use of natural resources	
	12.4 By 2030, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	
	14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	
	Greenhouse Gas Emissions and Energy	7.3 By 2030, double the global rate of improvement in energy efficiency
13.2 Integrate climate change measures into national policies, strategies and planning		

Appendix: SDG Targets we have aligned to

OUR IMPACT(S)	SDG TARGETS	ICONS	
Health, Wellbeing and Inclusivity	4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	 
	10.2	By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	
	10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	
People in Our Supply Chain	8.7	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	 
	8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	
	10.4	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	
Education and Transparency	4.7	By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development	 
	12.8	By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	
Community and Charity Engagement	1.4	By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	  
	4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	
	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	