



# Technology Leadership to Help Clients and Crew at Vanguard

**Mike Carr**

Chief Technology Officer

“

To take a stand for all investors, to treat them fairly, and to give them their best chance for investment success.”

- OUR CORE PURPOSE

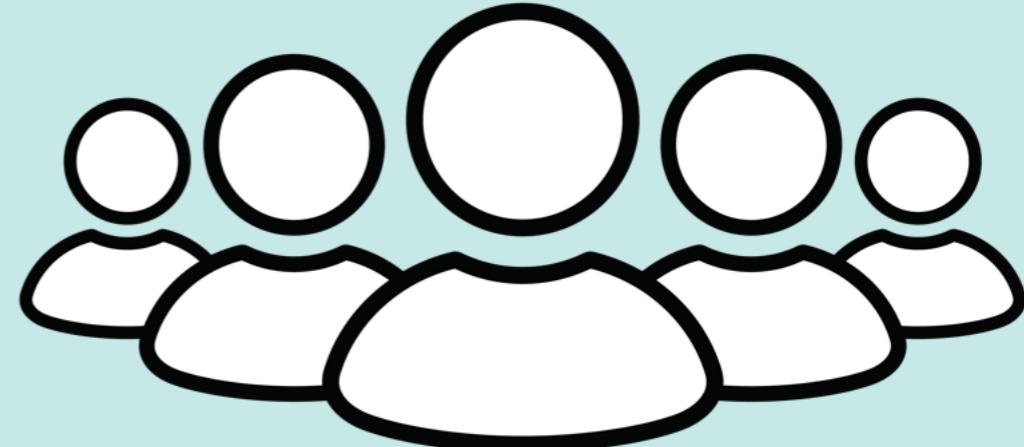


# Vanguard®

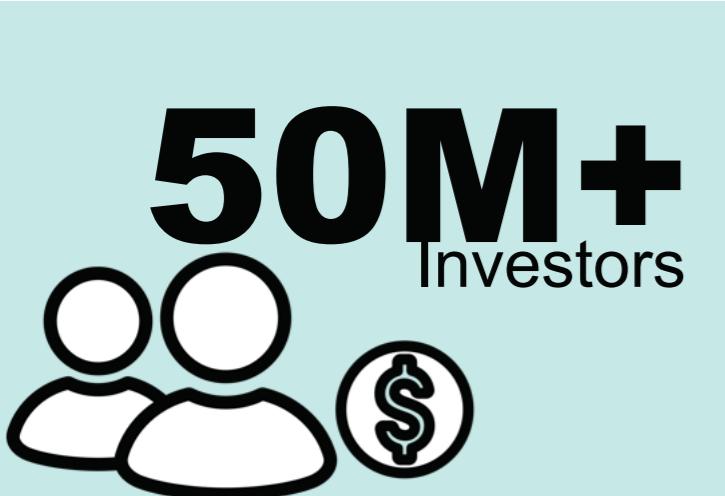
BY THE  
NUMBERS



**\$9.5T**  
Clients' assets



**20,000**  
Crew (employees)



**50M+**  
Investors



**16**  
Global  
offices

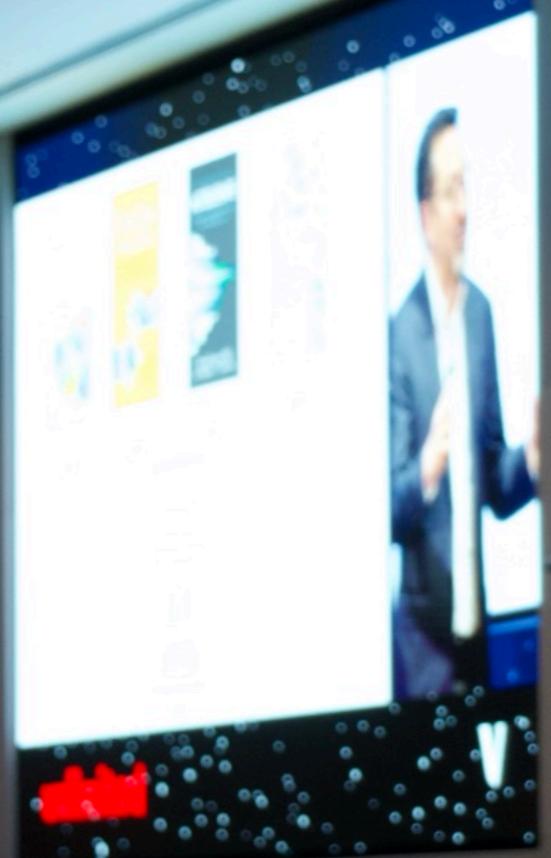


**IT** **10,000**  
Crew and contractors





unlimited



unleashed  
POTENTIAL





unlimited



mit

V®

“

It's doing things that used to take hours – doing them now in seconds and minutes...**in complicated portfolios.**”

- GREG DAVIS



“

We're using AI models to generate and facilitate **better interactions** between our sales crew and our clients.”

- AMMA BOATENG



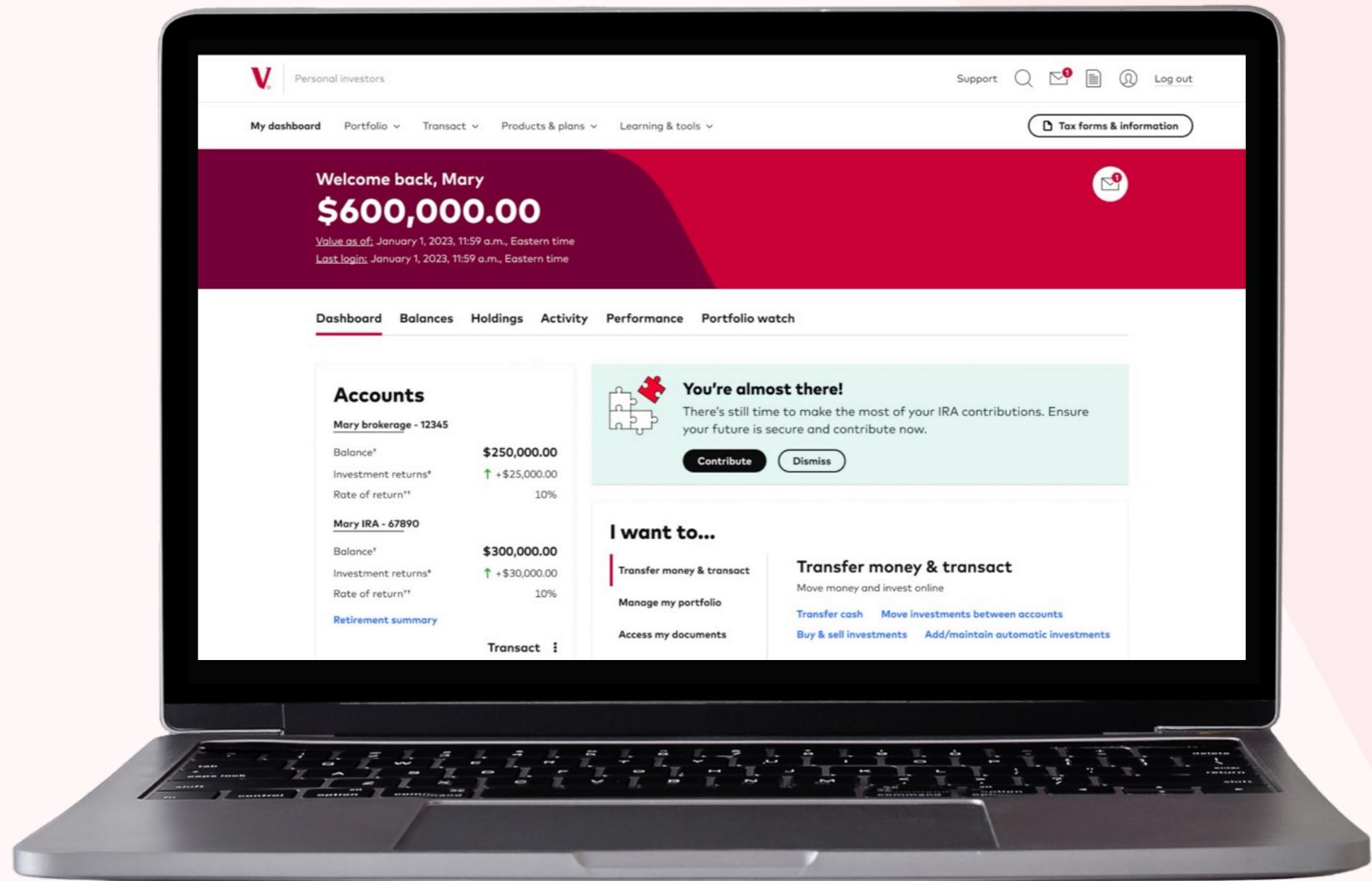
“

End-to-end modernization  
gives us a **pace advantage**.

For CX, we want a  
differentiated experience – a  
CX that makes every investor  
a better investor.”

- MATT BENCHENER





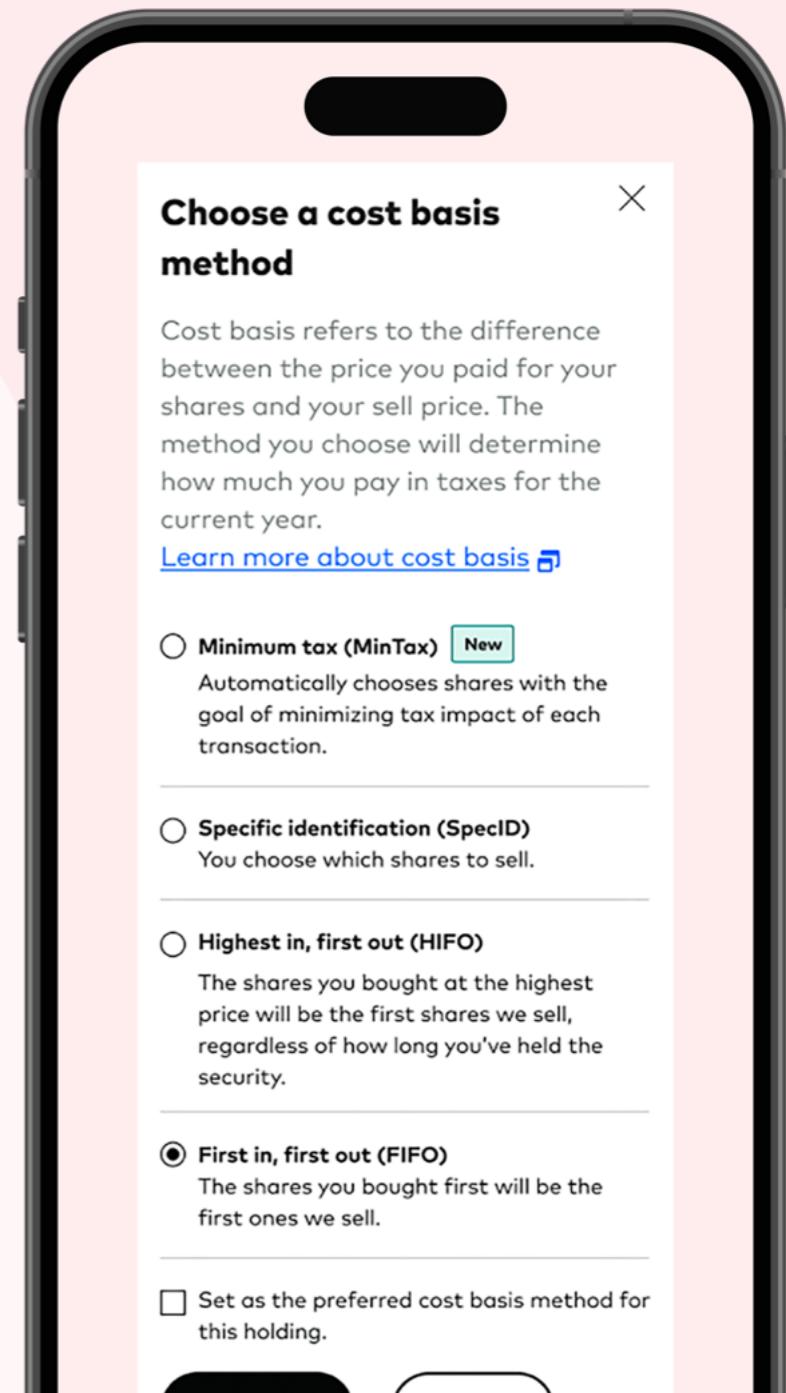
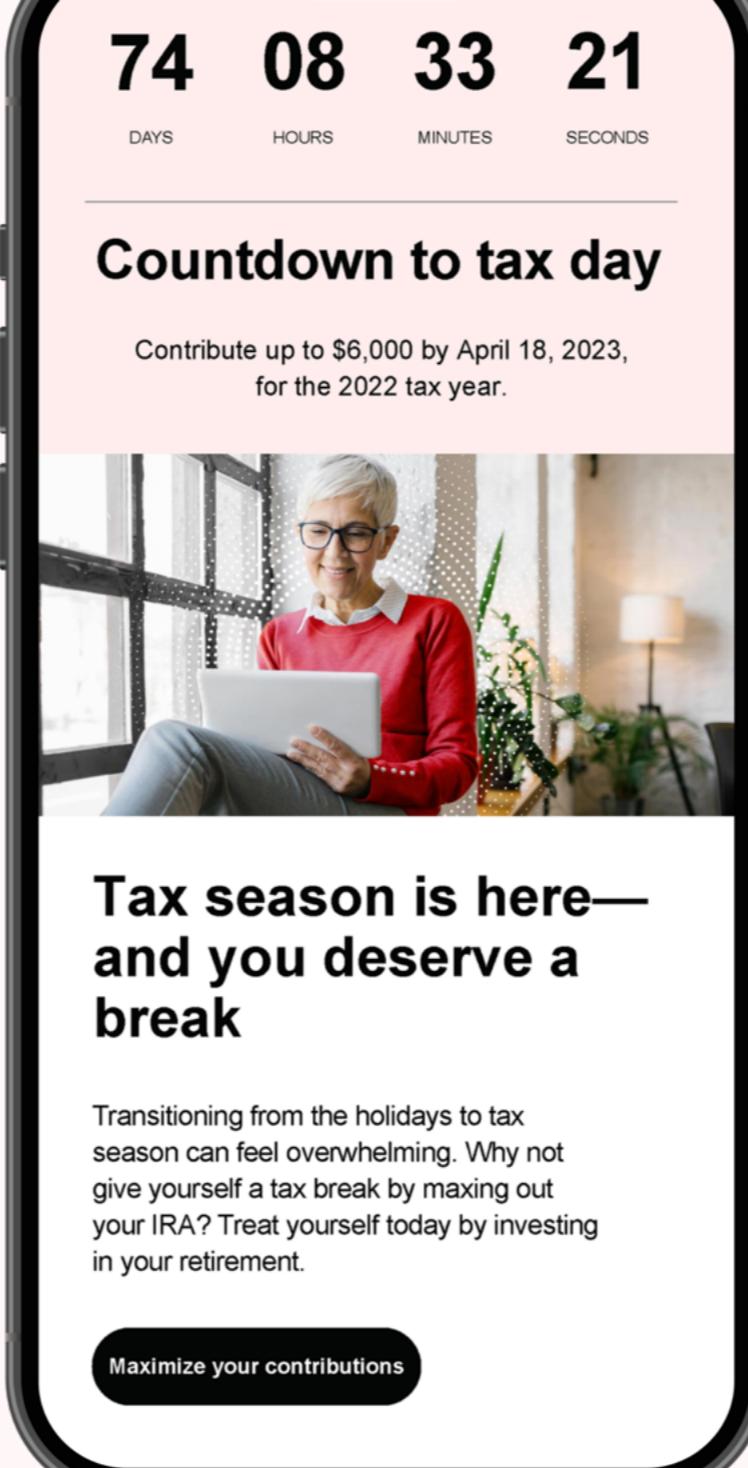
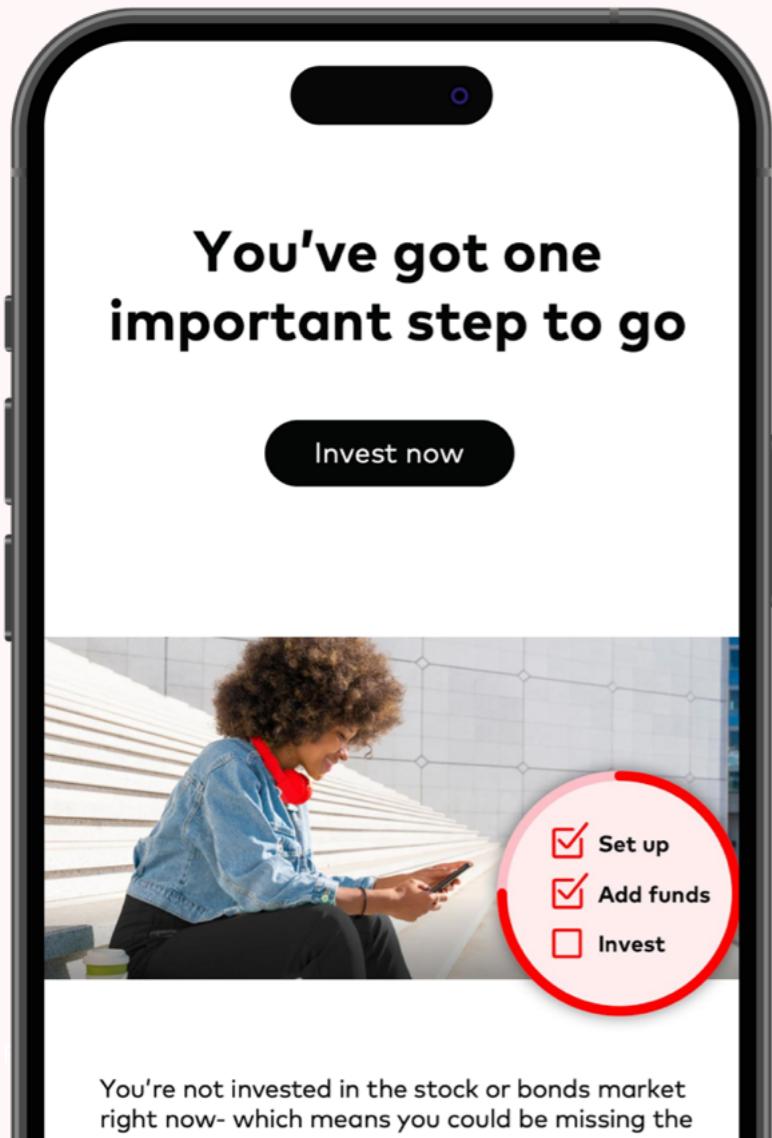
“

We're not making  
money from our  
clients, we're making  
money for our clients.”

- SALIM RAMJI, CEO



# Our client experience drives better investor behavior



# Here's where we focused:



Public cloud



Microservices



Strong agile  
teams



Product-minded

# Outcomes for clients

- Resilient systems
- Reacting faster to client feedback
- Delivering new features, faster
- Exceptional digital channels
- Better, digital native client experience



“

We had teams iterating and pivoting into oblivion for no purpose. Autonomy and empowerment without clarity and accountability is chaos.

- MATT BENCHENER



# Help we're looking for...

## Share your modernization war stories.

