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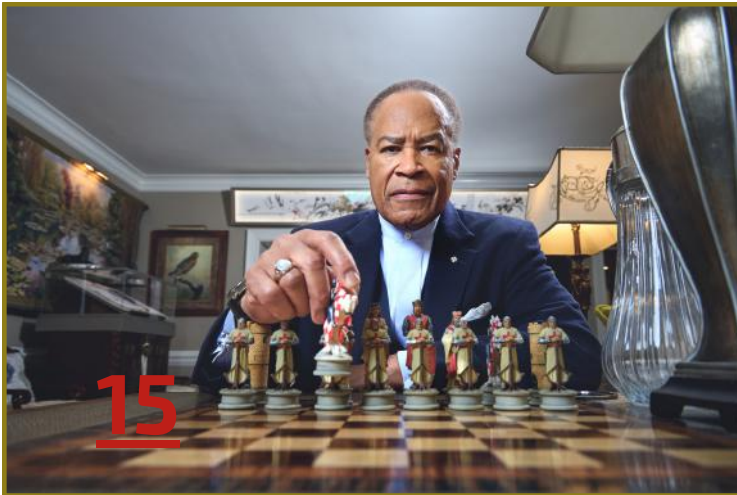
JOINT UTILITIES
SUPPLIER DIVERSITY
BENCHMARK REPORT

Conversation with
Jessie Knight

SHIFT
Diverse Business Solutions



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SHIFT DIVERSE BUSINESS SOLUTIONS

ABOUT US



Sherry Shafiei
CEO



Sydney Furbush
COO

At Shift Diverse Business Solutions, our mission is to establish an inclusive and thriving business environment where all suppliers can reach their highest potential. This commitment to inclusivity means we value the diverse talents, perspectives, and backgrounds of all suppliers, actively including a wide range of voices and ideas.

With **decades of experience** in the utility industry, we have gained a deep understanding of the unique and evolving needs of the utility sector, making us well equipped to support our suppliers in meeting those demands. Our experience in the utility industry has allowed Shift DBS to foster strong relationships with key stakeholders, and this network provides invaluable insights into industry trends, regulations, and emerging technologies. We leverage this expertise to provide our suppliers with a **competitive edge**, ensuring they can deliver products and services that not only meet but exceed the rigorous standards of the utility industry.

We are dedicated to empowering suppliers with the tools and resources they need to excel which is why Shift DBS is excited to share our second annual Joint Utilities Supplier Diversity Benchmark Report.

In this report, we are honored to have Jessie Knight, CEO and Managing Directors of Knight Angels, former CPUC Commissioner and previous CEO at SDG&E share his insight on the future of General Order 156 and its impact within the utility industry. **Please refer to page 22 to learn more.**



Shift DBS' 1st Annual IOU Supplier Summit at the California Center for the Arts, Escondido

The benchmarking report provides a comprehensive analysis of the supplier diversity performance of each utility, presenting a view of their 2022 diversity spend.

The report identifies key areas of opportunity for additional spend in goods and services with diverse suppliers, opportunities for additional diverse subcontracting with primes suppliers, and a 5-year historical spend performance for each Investor-Owned Utility (IOU).

In this report, we want to recognize and extend our sincerest **gratitude to our sponsors** who joined us at our first IOU Supplier Summit in 2023. We also want to thank them for their invaluable support as we expand our efforts to assist more suppliers. Take a moment to learn about our sponsors and their services by viewing their ads within this report. Thank you for contributing to our mission.

We are also excited to introduce Shift DBS' new membership portal "**Supplier Business Connect**" (SBC) that will be offered in 2024 to suppliers and utilities. This portal will be a great tool to enhance networking, connecting and engaging with utilities, primes and suppliers. To learn more about this service, please visit our website **at ShiftDBS.com**

Your feedback is important to us. For questions or comments please contact us at **Support@ShiftDBS.com** or call us at (442) 341-3588.

Thank you,

Sherry Shafiei and Sydney Furbush



SHIFT DBS SERVICES



Shift DBS's main goal is to help businesses and utilities improve efficiency through robust **Technical Assistance programs**. These programs also provide improved **resources and best practices** to help suppliers better align their services with the utility requirements.

Supplier Relationship Management Audits are another great resource offered at Shift DBS. These audits encompass thorough reviews and detailed analyses of subcontracting data, uncovering operational gaps and strategic opportunities.

One of our unique offerings is **Supplier Business Connect (SBC)**, a comprehensive program for technical assistance that facilitates an environment for effective **communication**, meaningful **collaboration**, and strategic **networking** between primes, utilities, and suppliers.

Another valuable tool in our Technical Assistance Program is our **Contractor Accelerator Program (CAP)**, where we partner with utilities, primes, and a variety of suppliers. CAP is designed to foster supplier expansion and subcontracting opportunities in the utility environment.

For more information about Shift DBS and to schedule a free consultation, please email us at support@shiftdbs.com or call us at [442-341-3588](tel:442-341-3588). To learn more about our offerings, please visit our website at shiftdbs.com.

We look forward to working with you!



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SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT

Shift Diverse Business Solutions celebrated its first annual [IOU Supplier Summit](#) on Wednesday, September 27, 2023, at the California Center for the Arts in Escondido.

The event drew an impressive crowd of over 400 distinguished guests, including honorable members of the [California Public Utilities Commission](#) (CPUC), leaders from various California utility companies, community-based organizations (CBOs), and numerous primes and subcontractors. This event provided an environment for guests to network, engage, and develop business connections.

During the VIP Hour, attended by a limited number of guests, Sherry Shafiej, [CEO of Shift DBS](#), kicked off the event and delivered the introductory remarks.

Following this exclusive VIP session, Caroline Winn, CEO of [San Diego Gas and Electric \(SDG&E\)](#), a distinguished figure in the utility industry, delivered a heartfelt and motivational welcome message.



Caroline Winn, CEO - San Diego Gas and Electric

After the VIP hour, the main event commenced, welcoming additional guests.

Sydney Furbush, [COO of Shift DBS](#), extended a warm welcome to all attending the inaugural IOU Supplier Summit. Members of the audience were also given the opportunity to hear from other notable executives in the utilities industry.

Among them was Jessie Knight, CEO and Managing Director of [Knight Angels](#), and a well-known figure in the utility industry who shared his powerful opening remarks that perfectly framed the evening's discussions.



Jessie Knight, CEO and Managing Director - Knight Angels

Following Jessie Knight's impactful opening remarks, Scott Drury, CEO of [Southern California Gas Company \(SCG\)](#), a prominent leader in the utility industry, delivered an equally persuasive welcome message, highlighting the event's importance.



Scott Drury, CEO - Southern California Gas Company



SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)

The event's significance was further enhanced by the valuable insights and experiences shared by three notable utility suppliers who addressed the audience.



Cedric Moor, VP of Utilities - En Trust

Cedric Moore, VP of utilities representing [EnTrust](#), Joshua Dugger Owner of [Mission Critical DC Power](#), and Carl Henderson CDO and VP of Geotechnical Services of [NV5](#), shared success stories illustrating collaboration,



Joshua Dugger, Owner - Mission Critical DC Power

strategic partnerships, and the value of subcontracting through successful partnerships between utilities and suppliers.



Carl Henders, CDO and VP of Geotechnical Services - NV5

Shift DBS took this opportunity to recognize the exceptional work of the [Patriot Empowerment Institute](#), a remarkable nonprofit organization dedicated to supporting military personnel in their transition from active duty to civilian life. A portion of the sponsorship proceeds from this event was graciously donated to support their noble cause. James Leandro, Steve Garcia, and Ben Garcia, the founders of the Patriot Empowerment Institute, also addressed the audience and discussed the organization's mission and commitment to help others.



In front, Steve Garcia, Co - Founder - Patriot Empowerment Institute. Behind is Benjamin Garcia, Co-Founder - Patriot Empowerment Institute.

The 2023 IOU Supplier Summit was a memorable occasion. Beyond showcasing Shift DBS's dedication to excellence, it provided a crucial platform for attendees to establish connections, gain insights, and collaborate on initiatives within the utility industry.

Join us once again next year, as we continue our journey of collaboration and shared success. We promise to make the next IOU Supplier Summit even more inspiring and impactful.



Sydney Furbush, COO - Shift DBS, Commissioner Genevieve Shiroma, Sherry Shafiei, CEO - Shift DBS



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SHIFT DBS' ANNUAL IOU SUPPLIER SUMMIT (CONT.)



Jessie Knight, Sherry Shafiei, Sydney Furbush



Sydney Furbush, Teresa Furbush, Sherry Shafiei, Torrance Chaplin

For more information on the upcoming events and sponsorship opportunities, we encourage you to get in touch with us. Visit our website at shiftdb.com and let Shift DBS explore how we collaborate to create more remarkable moments of connection, growth, and support.

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CPUC SUPPLIER DIVERSITY EN BANC

The California Public Utilities Commission (CPUC) Supplier Diversity En Banc is a specialized forum or event convened by the CPUC to specifically address and discuss matters related **to supplier diversity**. In this context, the term "En Banc" typically implies a gathering of CPUC officials, industry experts, stakeholders, and diverse suppliers to explore, evaluate, and advance supplier diversity programs and initiatives within the public utilities sector.

These events serve as platforms for fostering inclusion and equitable opportunities for diverse businesses in the **procurement processes** of public utilities in California.

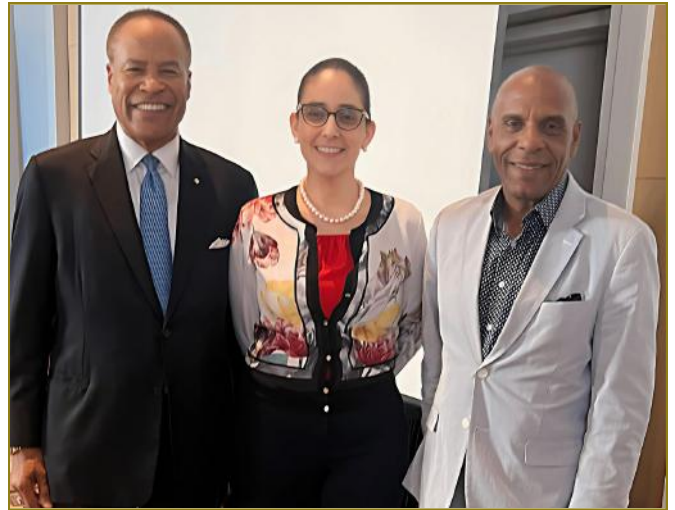
On Thursday, September 28, 2023, CPUC hosted the **21st annual Supplier Diversity En Banc**. This event was a historic milestone, breaking new ground by taking place at the **California Center for the Arts in Escondido**, county of San Diego. It marked the very first time in the history of the En Banc that this pivotal gathering was hosted in San Diego, highlighting the significance growth of supplier diversity in Southern California.

The event drew an impressive turnout, with **over 600 attendees** from diverse backgrounds and industries, making it **an impactful regulated public** assembly.

Several panels were featured that brought together leaders from Community-Based Organizations (CBOs), suppliers, utility CEOs, and executives. These panels served as a dynamic **forum for sharing best practices, insights, and lessons learned to support the growth of supplier diversity**.

This year's event was particularly notable due to the presence of **Senator Steven Bradford**, who represents California's 35th district as the State Senate.

Senator Bradford made history as the first African American elected to the Gardena City Council. During his 12-year tenure on the city council, he played a pivotal role in **stimulating job and economic growth**, stabilizing the city's budget when it was on the verge of bankruptcy with a \$27 million debt.



From the left, Jessie Knight, CEO and Managing Director - Knight Angels, Oralia Alvarez, Director of Business Development - Mission Driven Finance, and Senator Steven Bradford- CA's 35th district and State Senator.



To hear Jessie Knight's Full 2023 CPUC En Banc Keynote Speech, click or scan on the QR code.

Attendees also had the privilege of hearing from a distinguished Keynote speaker, **Jessie Knight**, the CEO and Managing Director of the Knight Angels. Jessie began by **honoring Gwen Moore** alongside the esteemed Senator Bradford, recognizing them as the true champions of General Order 156. He shared insights based on his extensive experience as a Commissioner, a fortune 150 executive, a utility CEO, a community leader, and a public servant.

Jessie provided valuable insights into the **revolution** of supplier diversity programs over the past 35 years and had a powerful message for prime suppliers, emphasizing their role as true advocates for supplier diversity.

Jessie also shed light on the **utilities sector**, spanning water, telecommunications, and energy, discussing the advancements in technology within each area.

He pointed out the importance of **partnerships** with Community-Based Organizations (CBOs) and their significant role in the success of supplier diversity programs. Jessie's inspirational message resonated with the audience, leading to a standing ovation when he concluded his speech.



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2023 CALIFORNIA PUBLIC UTILITIES COMMISSIONERS BIOS



PRESIDENT ALICE BRUSCHING REYNOLDS

President Alice Busching Reynolds was appointed to the California Public Utilities Commission (CPUC) as President by Governor Gavin Newsom on Nov. 22, 2021, effective Dec. 31, 2021.

Prior to her appointment, President Reynolds served for three years as Governor Gavin Newsom's senior advisor for energy. From 2011 to January 2019, she served in the administration of Governor Edmund G. Brown Jr., most recently as the Governor's senior advisor for climate, the environment and energy and previously as chief counsel and deputy secretary for law enforcement at the California Environmental Protection Agency. During her time at CalEPA, she coordinated statewide multi-agency environmental

enforcement actions and led the creation of the agency's environmental justice task force and refinery safety task force. President Reynolds began her public service career in 2002, serving approximately 10 years as a deputy attorney general in the California Attorney General's Office, where she litigated cases involving protection of public trust lands, coastal resources and public access, and other environmental issues. Prior to entering public service, President Reynolds was a lawyer in private practice in San Francisco.

President Reynolds holds a bachelor's degree from Stanford University and a juris doctor degree from Santa Clara University School of Law where she graduated magna cum laude.



COMMISSIONER GENEVIEVE SHIROMA

Commissioner Genevieve Shiroma was appointed to the CPUC by Governor Newsom on Jan. 22, 2019. Prior to joining the CPUC, Commissioner Shiroma served as a member of the Agricultural Labor Relations Board from 1999 to 2019, serving as chair from 1999 to 2006, 2011 to 2014, and 2017 to 2019. Previously, she was Chief of the Air Quality Branch at the California Air Resources Board from 1990 to 1999, an air quality supervisor from 1984 to 1990, and an air quality engineer from 1978 to 1984. For five terms, from 1999 to 2018, Commissioner Shiroma was the elected director of Ward 4 of the Sacramento Municipal Utility District (SMUD). Commissioner Shiroma is presently the lead Commissioner for approximately 65 formal proceedings spanning the regulated electricity, gas, telecommunications, transportation,

and water industries. In addition to major rate cases and rate design proceedings for Southern California Edison, Pacific Gas and Electric, San Diego Gas & Electric and California American Water, she leads the rulemakings over:

- Microgrids and Resiliency, established pursuant to Senate Bill 1339
- Transportation Network Companies including Wheelchair Accessible Vehicles and the Clean Miles Standard to reduce greenhouse gases from the TNC sector
- Energy Efficiency
- Clean Energy Financing
- Electric Program Investment Charge (EPIC) Research and Development program
- LifeLine discount phone and broadband program
- Water Consolidations and Acquisitions
- California Alternate Rates for Energy and Energy Savings Assistance Program



2023 CALIFORNIA PUBLIC UTILITIES COMMISSIONERS BIOS

Commissioner Shiroma serves as the Commission's representative on the Low Income Oversight Board, and is Co-Chair of the Commission's Emerging Trends, Finance & Administration, and Internal Audits committees. In 2020, Commissioner Shiroma was selected as the Secretary/Treasurer and in 2021 Vice President of the Western Conference of Public Service Commissioners of the National Association of Regulatory Utility Commissioners (NARUC). She also serves on the NARUC Water Committee and the NARUC Emergency Preparedness, Recovery and Resiliency Task Force and subcommittees on Black Sky and State and National Responses to COVID-19. Commissioner Shiroma resides in Sacramento and holds a Bachelor of Science degree in Materials Science and Engineering from University of California, Davis. She was born and raised as a farm worker's daughter in the Acampo-Lodi area of San Joaquin County.

COMMISSIONER DARCIE HOUCK

Commissioner Darcie L. Houck was appointed to the California Public Utilities Commission (CPUC) by Governor Gavin Newsom on Feb. 9, 2021. She formerly served as Chief Counsel for the California Energy Commission since 2019.

Commissioner Houck was an Administrative Law Judge at the CPUC from 2016 to 2019, a Partner at Fredericks Peebles & Morgan from 2005 to 2016, and Staff Counsel and Policy Advisor at the California Energy Commission from 2000 to 2005.



Commissioner Houck has expertise in matters concerning environmental equity, nuclear energy regulation, and safety policy. She has an extensive background representing Native American tribes throughout the country on matters involving energy, natural resources, land claims, and water rights, among others.

Commissioner Houck is a member of the California Indian Law Association, California Lawyers Association, Schwartz-Levi Inn of Court, Women Lead and the Association of Women in Water, Energy, and Environment. She earned a law degree from the University of California, where she also earned a Master of Science in community development.

COMMISSIONER JOHN REYNOLDS

Commissioner John Reynolds was appointed to the CPUC by Governor Gavin Newsom on Dec. 23, 2021.

Commissioner Reynolds had previously served as Managing Counsel at Cruise LLC since 2019. Prior to that, he held multiple positions at the CPUC, including Interim Chief of Staff to Commissioner Genevieve Shiroma in 2018, Advisor to former Commissioner Carla J. Peterman from 2015 to 2018, and Public Utilities Counsel from 2013 to 2015. He was Associate at De la Pena & Holiday LLP in 2012. Commissioner Reynolds earned a Juris Doctor degree from the University of California, Hastings College of Law.



2023 CALIFORNIA PUBLIC UTILITIES COMMISSIONERS BIOS



COMMISSIONER KAREN DOUGLAS

Commissioner Karen Douglas was appointed to the CPUC by Governor Gavin Newsom on Dec. 22, 2022. Commissioner Douglas was previously Senior Advisor for Energy in the Office of Governor Newsom since 2022. She was a California Energy Commission Member from 2008 to 2022. She was Director of the California Climate Initiative for the Environmental Defense Fund from 2005 to 2008. She held several positions at the Planning and Conservation League from 2001 to 2005, including Acting Executive Director and General Counsel. Commissioner Douglas earned a Juris Doctor degree from Stanford Law School and a Master of Public Policy degree in Environmental Policy from the University of Colorado Boulder.

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-Michelle Fox, Owner-Operator



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JESSIE KNIGHT

CHIEF EXECUTIVE OFFICER
& MANAGING DIRECTOR -
KNIGHT ANGELS

In the evenings leading up to Shift DBS' IOU Supplier Summit, we had the privilege of engaging in conversations with a distinguished individual, Jessie J. Knight, Jr. who has held a series of distinguished positions throughout his **remarkable career**.

In his current capacity he serves as the CEO and Managing Director of Knight Angels, a private equity fund devoted to anonymous philanthropy and financial support of **grassroots leaders** that improve their local communities with innovative long-term solutions.

In 2015, Jessie retired from his position as the Executive Vice President of **Sempra Energy**, where he also served as the Chief Sustainability Officer and Chairman of two of its subsidiaries, **San Diego Gas & Electric** and **Southern California Gas Company**.

From 2010 to 2014, he provided leadership as the CEO of San Diego Gas & Electric (SDG&E), leaving a permanent mark by overseeing the construction of the 117-mile **Sunrise** Powerlink electric transmission line and championing advancements in smart meters, electric vehicles, and renewable energy projects.

Between 1999 and 2006, he assumed the role of President and CEO of the San Diego Regional Chamber of Commerce, representing a vast membership of over 400,000 employees and directing the **largest business organization in California**.

From 1993 to 1999, Jessie served as a **Commissioner for the California Public Utilities Commission**, a critical constitutional agency responsible for regulating a multitude of industries within the state, including water, telecommunications, transportation, and energy, among others.



Jessie Knight, CEO and Managing Director - Knight Angels

In 1992, while acting as the Executive Vice President of the San Francisco Chamber of Commerce, he played a pivotal role in the acquisition and construction of the **San Francisco Giants' baseball stadium**, making it possible for the team to call it home.

From 1985 to 1992, he held the position of Vice President of Marketing for the San Francisco Chronicle and San Francisco Examiner Newspapers. His remarkable contributions were recognized with numerous awards, including five national **Clio Awards** for advertising and a **Cannes Film Festival Golden Lion Award**.

Jessie initiated his corporate career in 1975 with Castle & Cooke Foods, where he worked in various roles both domestically and internationally, including Division Financial Analyst, Senior Marketing Analyst, and eventually as Corporate Marketing Director-North America. His responsibilities encompassed overseeing all of Dole's U.S. and Canadian canned and juice retail grocery products divisions.

We were privileged to have an in-depth conversation with Jessie, delving into his illustrious career and tapping into his wealth of experience as a leader across various industries. **Below is the enlightening Q&A session we had with Jessie:**



Moving Beyond the Numbers

Jessie Knight discussed the CPUC General Order 156 and the future of California's Supplier Diversity Program in an interview with SHIFT DBS.

SHIFT DBS: "Jessie, we are interested to hear about your inspirations. Could you please share with us how a past leader inspired you to actively support General Order 156?"

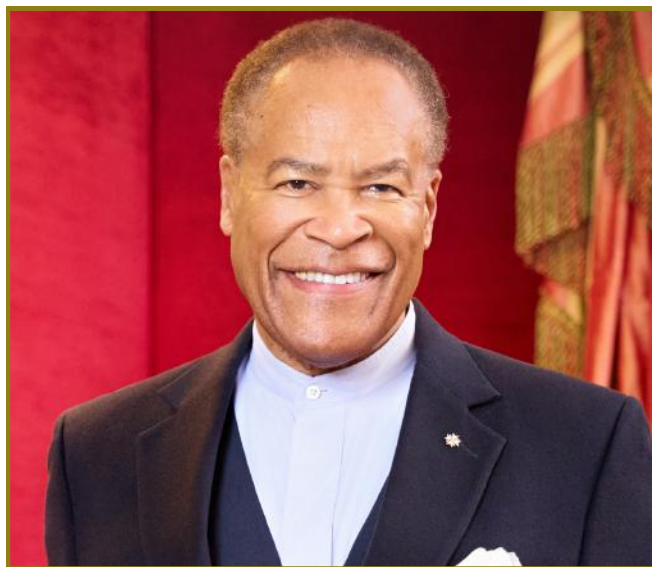
Jessie Knight: "Certainly. One person who stands out is Gwen Moore. She was a remarkable leader, a strong African American figure, and a good friend. Her influence extended to myself and many other California utility leaders, inspiring us to be the thought-leaders we were. Gwen was adept at working with various stakeholders and community organizations, focusing on reducing social and economic inequities. She emphasized enhancing opportunities through market mechanisms rather than relying on subsidies and costly government programs, which would ultimately increase costs for both providers and ratepayers."

SHIFT DBS: "That sounds like she had a significant impact on the industry. Can you elaborate on how her approach was different?"

Jessie Knight: "Gwen championed diversity and inclusivity with a unique approach. Rather than leaning on traditional methods, she pushed for innovative solutions that balanced economic viability with social responsibility."

Her legacy is profound and lasting. Her tireless lobbying and visionary approach were instrumental in the design and passage of General Order 156. It was a game-changer, one that continues to impact the world even today. Her strategies reshaped how we approach utility management and societal contributions."

SHIFT DBS: "Jessie, we love to hear more about your personal experience as it relates to GO156. Could you share your insights on this?"



Jessie Knight, CEO and Managing Director - Knight Angels

Jessie Knight: "Back in the 1990s, my Commission colleagues and I were focused on establishing a solid foundation for government leadership in this area. We understood the importance of controlling financial risks, economic impacts, and societal concerns, especially with regard to monopoly interests."

Our main goal was to shape regulatory compliance in a way that benefits everyone involved - ratepayers, stockholders, and the community, while also encouraging private sector engagement."

SHIFT DBS: "This seems to be a challenging task. Were there any initial doubts or obstacles you faced in this process?"

Jessie Knight: "In the early stages, there were skeptics who doubted the program's potential success. Many utilities back then were primarily focused on providing essential services like gas, water, engineering, electric, and telecom. Their priorities were safety, customer service, and efficiency, and they were less open to broader visions. There were also biases and concerns about the capabilities of different suppliers, which initially hindered progress."

The key was to demonstrate the long-term advantages of a win-win solution that included various stakeholder interests. We encouraged CEOs to collaborate and share ideas across industries. This approach was not just about allowing the Commission to monitor progress, but also to foster innovative exchanges among the CEOs. We needed them to look beyond operational concerns and see how supplier diversity could positively impact their businesses and communities."



SHIFT DBS: "And looking back, how do you view the impact of the Commission's efforts?"

Jessie Knight: "In retrospect, our journey was nothing short of revolutionary. With the Commission's influence, we urged utilities to find creative ways to achieve diversity and improve operational excellence and productivity. We did not dictate every detail but sought to empower innate and untapped leadership. This approach led to significant innovation, transforming utility firms from passive entities into proactive contributors, driving extraordinary economic growth and societal wealth."

SHIFT DBS: "Jessie, for new Commissioners who are committed to maintaining the relevance of General Order 156, what insights can you offer?"

Jessie Knight: "One critical aspect is holding lagging utilities accountable for their performance in the program. The annual Supplier Diversity En Banc is more than a retrospective meeting. It is a key opportunity to either celebrate best practices or address opportunities for improvement in performance. This program allows the En Banc to exchange ideas, make recommendations for effective implementation of legislative policies, and hear from all stakeholders. It is important not just to look back but also to plan for the future."

SHIFT DBS: "How do you see the utility industry reform in California impact the supplier diversity program?"

Jessie Knight: "Utility industry reforms are ongoing, both in California and elsewhere. Many utilities are investing in capital projects to modernize infrastructure and adopt new technologies. These major investments provide a chance to improve supplier diversity programs. It is crucial to consider how these programs can contribute to industry diversity. As utilities embrace new technologies, they should also expand their roles in sustainability and environmental responsibility, aligning these with supplier diversity efforts. This way, utilities can expand their influence and control. Essentially, supplier diversity can greatly benefit from advancements in utility sustainability and technology."

SHIFT DBS: "So, would you say that technology and sustainability are key areas for future focus in supplier diversity programs?"

Jessie Knight: "The integration of technology and sustainability within utilities is not just about operational efficiency; it is about expanding the scope and impact of supplier diversity. This integration can lead to a more robust and diverse industry, benefiting everyone involved."



Jessie Knight, CEO and Managing Director - Knight Angels



SHIFT DBS: "Jessie, what advice would you offer to Prime suppliers who find it challenging to support utility companies in diversifying their supply chain?"

Jessie Knight: "Prime suppliers have a vital role in enabling smaller and more diverse businesses to participate in significant projects and initiatives. Their expertise is foundational to the program and represents a significant opportunity for growth, both for utilities and a range of potential new suppliers. They not only deliver their own services but also provide utilities with the perfect chance to develop channels for more suppliers, fostering a more inclusive and vibrant ecosystem."

SHIFT DBS: "How can Prime suppliers effectively go beyond mere compliance and truly champion supplier diversity?"

Jessie Knight: "There needs to be a shift in focus. We should explore options and metrics that encourage prime suppliers to move past just checking the compliance boxes and become real leaders in supplier diversity. They have the potential to champion diversity and inclusion both within their organizations and across the broader industry. It is about being accountable and committed to the long-term health of their stakeholders and the communities they serve."

SHIFTDBS: "Can you expand on the transformational potential of prime suppliers in the utility sector?"

Jessie Knight: "Absolutely. When prime companies strategically use subcontracting, they can transform from mere cost-saving entities under regulatory oversight to becoming profit-generating hubs with substantial value-enhancement mechanisms.

This transformation involves fostering strategic partnerships, optimizing cost efficiency, maintaining rigorous quality control, and focusing on core competencies. By fully unlocking the power of subcontracting, they can enhance their competitiveness and profitability in a competitive market.

This approach not only benefits their owners and shareholders but also creates job opportunities in local communities. Prime suppliers play a pivotal role in nurturing a diverse and competitive business landscape, and it is imperative for them to step up and be more accountable."

SHIFT DBS: "In the rapidly changing landscape of the utility sector, where technological advancements and innovations are key, where do you see opportunities for diverse suppliers looking to leverage these new technologies?"

Jessie Knight: "There is a wealth of opportunities in the utility sector for diverse suppliers, especially in areas of strategic underground initiatives that strengthen electricity lines against environmental hazards. Across all utility sectors – power, gas, water, and telecom – there is a common need for infrastructure upgrades focusing on durability, efficiency, and adaptability to community needs."

In the gas utility sector, for example, there is ongoing research into hydrogen as an alternative fuel. This mirrors the discussions around electric vehicles and provides a collaborative incubator for stakeholders in alternative fuels, aiding in greenhouse gas reduction and sustainable energy development."

Water utilities are tasked with protecting one of our most crucial resources. The quality and reliability of water supply and infrastructure are vital for every aspect of life in California communities.

In telecom, the future continues to be revolutionary with the advent of 5G, IoT, and AI. These technologies are reshaping connectivity far beyond just faster internet – they are about using technology and data to enhance efficiency and customer service. Data, in particular, is a treasure trove of insights for making informed decisions and improving customer experiences."

SHIFT DBS: "How should suppliers adapt to these advancements?"

Jessie Knight: "An important aspect for all providers is the development prompted by AI. Its growth should motivate them to tailor services more specifically to smaller customer segments. This is crucial for all providers under the Commission's purview. The utility sector is dynamic and evolving, presenting numerous opportunities for diverse suppliers to innovate and collaborate with utility companies. These opportunities align perfectly with the industry's goals of providing reliable, sustainable, and efficient energy services to communities."



SHIFTDBS: "Jessie, for Utility Executives facing challenges in expanding their supplier diversity programs alongside day-to-day operations, major projects, and unexpected challenges, what recommendations can you offer?"

Jessie Knight: "The first thing to recognize is the critical importance of supplier diversity in our industry, which includes utilities, telecom, and water sectors. They must always be prepared for natural calamities and cyberattacks. Enhancing supplier diversity directly contributes to supply chain resilience. Local and smaller enterprises often bring innovation and nimbleness, making them highly responsive to utility needs."

SHIFT DBS: "How does supplier diversity impact the supply chain in practical terms?"

Jessie Knight: "Diverse supply chains offer multiple procurement channels for goods and services, which is invaluable. This allows regulated companies to select the most qualified suppliers for their specific needs, enhancing both value and efficiency. Furthermore, competition among diverse suppliers fosters business growth and success by encouraging the provision of the best value.

This competition is beneficial as it leads to lower prices and improved quality of products and services for utility companies. Additionally, diversifying the supply chain not only enhances resource availability but also broadens the skill pool within the utilities sector. This, in turn, promotes creativity and agility – key attributes in today's rapidly evolving utility landscape."

SHIFT DBS: "Jessie, in your view, what are the most significant roles Community-Based Organizations (CBOs) can play in partnering with utility companies?"

Jessie Knight: "CBOs present a unique opportunity to bridge the gap between utilities and the communities they serve. Historically, utilities, particularly in monopolistic markets, operated in silos, often disconnected from community stakeholders. One of the critical roles of CBOs is education. They are in a prime position to educate both utilities and community members."

SHIFTDBS: "Can you explain a bit more about the nature of this educational role?"

Jessie Knight: "Certainly. CBOs should inform utilities about the varying needs and preferences of community members. Understanding these nuances is crucial for utilities to serve their communities effectively. Conversely, CBOs should also educate community members about the utilities' services, activities, and upcoming opportunities. This two-way exchange of knowledge helps in better understanding the services offered and can also highlight systemic weaknesses and potential opportunities."

SHIFT DBS: "Beyond education, how can CBOs contribute to the growth and development of their communities in collaboration with utilities?"

Jessie Knight: "CBOs are pivotal in identifying growth opportunities within their communities. This could range from pinpointing necessary infrastructure enhancements to supporting sustainable practices or fostering local job creation. Additionally, training and support provided by CBOs are essential for community development. They can help community members learn about vital topics such as energy conservation, safety measures, and disaster preparedness."

SHIFTDBS: *As we conclude this column, our sincere gratitude goes to Jessie Knight for delivering an exceptional interview with Shift DBS. Jessie's insightful questions and the subsequent conversation have significantly enriched this section.*



Jessie Knight, CEO and Managing Director - Knight Angels





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Our Contact

Contact us for a free consultation



Support@ShiftDbs.com

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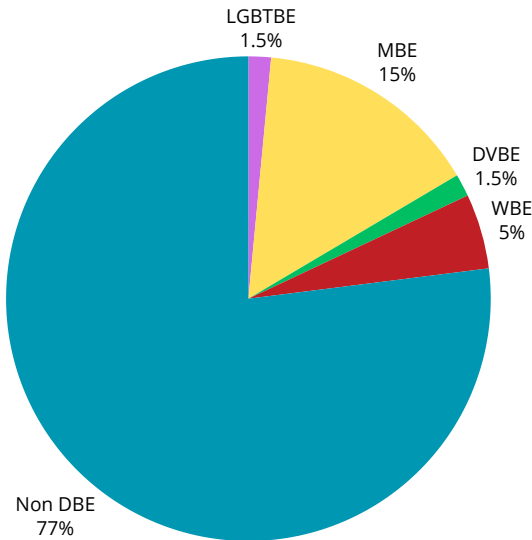
ABOUT THE REPORT

In May 1988, California Public Utilities Commission (CPUC) issued General Order 156, governing the development of programs to increase participation of Women, Minority, Disabled Veterans, Lesbian, Gay, Bisexual and Transgender (LGBT), Small Business Administration 8 (a), and Persons with Disabilities Business Enterprises in procurement of contracts from utilities.

California Investor-Owned Utilities (IOUs) are committed to creating programs that have inclusive supply chains of diverse suppliers, and for this purpose, each utility has a supplier diversity program to oversee these efforts.

Every year, the IOUs submit a supplier diversity report that includes their program details and spend result with diverse suppliers.

Per GO 156, each utility and other covered entity should establish a minimum long-term procurement goal for each major category of products and services purchased from eligible suppliers of not less than the following:



15%

for **minority business enterprises**

5%

for **women business enterprises**

1.5%

for **disabled veteran business enterprises**

0.5%+





0.5% for 2022, 1.0% for 2023, and 1.5% for 2024 and beyond for **LGBT business enterprises**

No procurement goal has been adopted for **persons with disabilities business enterprises**. *(This is a newly added business enterprise, effective April 2022)*

In this report, you will find detailed information about each utility's **performance and results**.



THE HISTORY OF GENERAL ORDER 156

1988	35 Years Ago	GO 156 was adopted by CPUC and Gas & Electric Utilities Joined GO 156	
2002	21 Years Ago	First Supplier Diversity En Banc was hosted	
2008	15 Years Ago	Water Companies Joined GO 156	
2010	13 Years Ago	Cable & Wireless Telecommunications Joined GO156	

THE GENERAL ORDER 156 RULE INCLUDES THE FOLLOWING:

These rules implement California Public Utilities Code (Pub. Util. Code) § 366.2 and §§ 8281-8286, which require the Commission to establish rules for (1) **electric utilities, gas utilities, water utilities, wireless telecommunications service providers, telephone utilities, and electric service providers** with gross annual California revenues exceeding \$15,000,000 and their Commission regulated subsidiaries and affiliates and (2) **community choice aggregators** with gross annual revenues exceeding \$15,000,000 to submit annual plans and reports, excepted as noted below, for purposes of increasing procurement in all categories from business enterprises **owned and controlled by women, minority, disabled veteran, and LGBT. Persons with disabilities** was added to the Supplier Diversity Program by the Commission. Additionally, pursuant to Pub. Util. Code 366. 2(m)(1), these rules direct community choice aggregators to submit different information for annual plans, meaning detailed and verifiable annual plans to address increasing procurement from small and local business enterprises. All utilities are referred to herein as “utilities.” Non-utility entities, meaning electric service providers and community choice aggregators, are collectively referred to herein as “other covered entities.”¹

¹ [General Order 156, Page 4, Section 1.1.1. Purpose, https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M466/K761/466761945.pdf](https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M466/K761/466761945.pdf)



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THE SCORING MATRIX

Each utility will receive performance scores as follow:

1. Overall performance score
2. Minority Business Enterprise performance score (MBE)
3. Women Business Enterprise performance score (WBE)
4. Disabled Veteran Business Enterprise performance score (DVBE)
5. Lesbian, Gay, Bisexual or Transgender Business Enterprise performance score (LGBTBE)

PDBE category will not be scored since there was no goal associated in 2022.

UTILITY SCORING MATRIX

Overall Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for diversity spend of 22.0%

Score	Results Minimum %	Results – Maximum %	
Below Minimum	Below 21.5%		★☆☆☆☆
At Minimum	21.5%	25.99%	★★★☆☆
Above Minimum	26%	29.99%	★★★★☆
Below Target	30%	33.99%	★★★★☆
At Target	34%	37.99%	★★★★★
Above Target	38%	41.99%	★★★★★
At Maximum	42%	45.99%	★★★★★
Exceeding Maximum	46%		★★★★★

UTILITY SCORING MATRIX

Minority Business Enterprise (MBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for MBE spend of 15%

Score	Results Minimum %	Results – Maximum %	
Below Minimum	Below 15%		★☆☆☆☆
At Minimum	15%	17.99%	★★☆☆☆
Above Minimum	18%	20.99%	★★★☆☆
Below Target	21%	23.99%	★★★★☆
At Target	24%	26.99%	★★★★★
Above Target	27%	29.99%	★★★★★
At Maximum	30%	32.99%	★★★★★
Exceeding Maximum	33%		★★★★★

Woman Business Enterprise (WBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for WBE spend of 5%

Score	Results Minimum %	Results – Maximum %	
Below Minimum	Below 5.00%		★☆☆☆☆
At Minimum	5.00%	6.00%	★★☆☆☆
Above Minimum	6.01%	7.01%	★★★☆☆
Below Target	7.02%	8.02%	★★★★☆
At Target	8.03%	9.03%	★★★★★
Above Target	9.04%	10.04%	★★★★★
At Maximum	10.05%	11.05%	★★★★★
Exceeding Maximum	11.06%		★★★★★



UTILITY SCORING MATRIX

Disabled Veteran Business Enterprise (DVBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for DBVE spend of 1.5%

Score	Results Minimum %	Results – Maximum %	
Below Minimum	Below 1.50%		★☆☆☆☆
At Minimum	1.50%	1.80%	★★☆☆☆
Above Minimum	1.81%	2.11%	★★★☆☆
Below Target	2.12%	2.42%	★★★★☆
At Target	2.43%	2.73%	★★★★★
Above Target	2.74%	3.04%	★★★★★
At Maximum	3.05%	3.35%	★★★★★
Exceeding Maximum	3.36%		★★★★★

Lesbian, Gay, Bisexual, or Transgender Business Enterprise (LGBTBE) Performance Score

The scoring minimum is based upon GO 156 overall targeted goal for LGBT spend of .5% in 2022

Score	Results Minimum %	Results – Maximum %	
Below Minimum	Below 0.50%		★☆☆☆☆
At Minimum	0.50%	0.60%	★★☆☆☆
Above Minimum	0.61%	0.71%	★★★☆☆
Below Target	0.72%	0.82%	★★★★☆
At Target	0.83%	0.93%	★★★★★
Above Target	0.94%	1.04%	★★★★★
At Maximum	1.05%	1.15%	★★★★★
Exceeding Maximum	1.16%		★★★★★



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TOTAL SPEND PERFORMANCE


Energy

	Total Spend of Goods and Services	Total \$ / % Spend with Diverse Suppliers	Performance Goal
 <u>Bear Valley Electric Service</u>	\$23,588,969	\$8,990,571 38.11%	Above Target ★★★★★
<u>Liberty Utilities (CalPeco Electric)</u>	\$76,327,335	\$16,066,056 21.05%	Below Minimum ★★★★★
<u>Pacific Gas and Electric</u>	\$12,161,726,933	\$4,785,612,558 39.35%	Above Target ★★★★★
<u>PacifiCorp</u>	\$76,535,907	\$750,671 0.98%	Below Minimum ★★★★★
<u>San Diego Gas and Electric</u>	\$2,425,216,851	\$964,070,392 39.75%	Above Target ★★★★★
<u>Southern California Edison</u>	\$6,841,593,907	\$2,423,357,370 35.42%	At Target ★★★★★
<u>Southern California Gas</u>	\$2,405,458,473	\$1,031,992,350 42.90%	At Maximum ★★★★★
<u>Southwest Gas Corporation</u>	\$102,262,219	\$59,889,331 58.60%	Exceeding Maximum ★★★★★
<u>Wild Goose Storage</u>	\$4,177,777	\$460,850 11.03%	Below Minimum ★★★★★

Water

	Total Spend of Goods and Services	Total \$ / % Spend with Diverse Suppliers	Performance Goal
 <u>California American Water</u>	\$135,691,414	\$62,318,559 45.93%	At Maximum ★★★★★
<u>California Water Service</u>	\$291,396,437	\$70,902,591 24.33%	At Minimum ★★★★★
<u>Golden State Water Company</u>	\$167,042,018	\$56,218,394 33.66%	Below Target ★★★★★
<u>Liberty Utilities (Park Water & Apple Valley Water)</u>	\$ 31,294,875	\$ 16,641,369 53.2%	Exceeding Maximum ★★★★★
<u>San Gabriel Valley Water Company</u>	\$73,545,978	\$25,238,623 34.32%	At Target ★★★★★
<u>San Jose Water Company</u>	\$128,980,386	\$46,000,126 35.66%	At Target ★★★★★
<u>Suburban Water Systems</u>	\$35,648,853	\$24,101,624 67.60%	Exceeding Maximum ★★★★★

Telecom/Cable

	Total Spend of Goods and Services	Total \$ / % Spend with Diverse Suppliers		Performance Goal
 AT&T CA	\$2,389,736,562	\$513,143,466	21.47%	Below Minimum ★☆☆☆☆
<u>AT&T Corp.</u>	\$859,693,143	\$161,674,539	18.81%	Below Minimum ★☆☆☆☆
<u>AT&T Mobility</u>	\$5,412,574,288	\$1,233,515,491	22.79%	At Minimum ★☆☆☆☆
<u>AT&T Long Distance</u>	\$37,663,366	\$7,781,642	20.66%	Below Minimum ★☆☆☆☆
<u>CenturyLink</u>	\$549,972,807	\$79,553,286	14.46%	Below Minimum ★☆☆☆☆
<u>Charter Communications</u>	685,072,847	\$ 104,902,692	15.31%	Below Minimum ★☆☆☆☆
<u>Comcast</u>	\$675,843,435	\$78,397,821	11.60%	Below Minimum ★☆☆☆☆
<u>Frontier Communications</u>	\$ 677,251,454	\$ 202,065,357	29.83	Above Minimum ★☆☆☆☆
<u>T-Mobile</u>	\$ 6,667,772,369	\$1,727,721,928	25.91%	At Minimum ★☆☆☆☆
<u>Trans Bay Cable</u>	\$20,072,833	\$1,575,623	7.85%	Below Minimum ★☆☆☆☆
<u>U.S. TelePacific Corp.</u>	108,428,677.00	\$678,356	0.63%	Below Minimum ★☆☆☆☆

SCORING LEGEND

- ★☆☆☆☆ Below Minimum
- ★☆☆☆☆ At Minimum
- ★☆☆☆☆ Above Minimum
- ★☆☆☆☆ Below Target
- ★☆☆☆☆ At Target
- ★☆☆☆☆ Above Target
- ★☆☆☆☆ At Maximum
- ★☆☆☆☆ Exceeding Maximum





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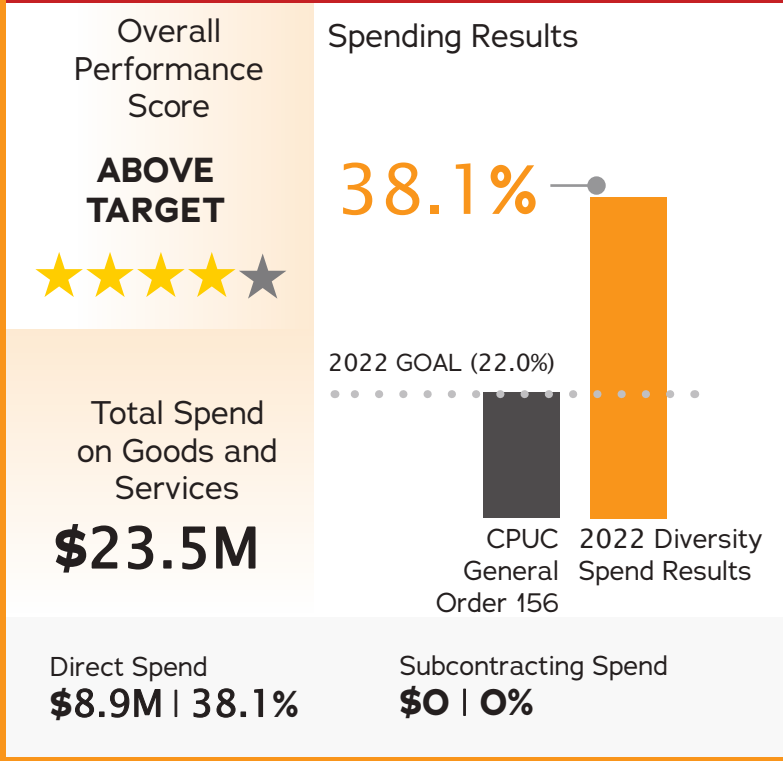
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BEAR VALLEY ELECTRIC SERVICE

2022 HIGHLIGHTS



SUMMARY

Bear Valley Electric Service (BVES) achieved an overall total performance score of **“Above Target”**, exceeding the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- BVES remains strong at 36.9% or \$8.7 million with Woman Business Enterprise (WBE).
- Nearly **94%** of BVES diversity spend is dependent on the spend of **two (2)** WBE suppliers, totaling \$8.4 million in spend.
- Recommendation for BVES is to **identify more diverse suppliers** to increase BVES’ pool of suppliers.

Total Spend with Diverse Suppliers

\$8.9 M

Diverse Suppliers

16



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$269.3K | 1.1%

★★★★★ Below Minimum

Women Business Enterprise (WBE)

\$8.7M | 36.9%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

\$0 | 0%

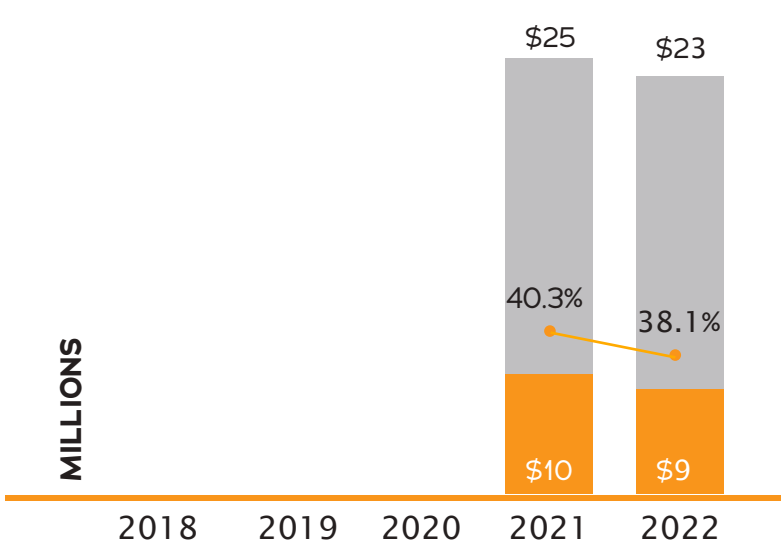
★★★★★ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

★★★★★ Below Minimum

5 YEAR OVERVIEW





LIBERTY UTILITIES (CALPECO ELECTRIC)

2022 HIGHLIGHTS

Overall Performance Score

BELOW MINIMUM



Total Spend on Goods and Services

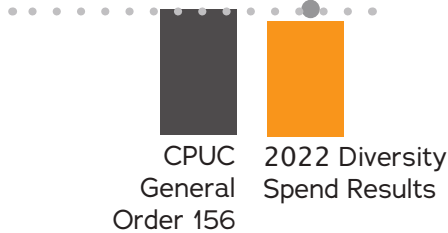
\$76.3M

Direct Spend
\$13.2M | 21.0%

Spending Results

21.1%

2022 GOAL



Subcontracting Spend
\$151.3K | 0.2%

SUMMARY

Liberty Utilities (CalPeco Electric) achieved an overall total performance score of **"Below Minimum"**, slightly below the CPUC's supplier diversity goal.

Best Practices & Lessons Learned

- Liberty Utilities had a strong spend in **Minority Business Enterprise (MBE)**. In 2022, Liberty Utilities had a spending of **18.4% or \$14 million** with **MBEs**; however, **two (2) MBEs** account for **\$12 millions** of the MBE's total spend.
- Over 82% of Liberty Utility's diversity spend is dependent on spend of **four (4)** suppliers, totaling **\$13.2 million** of the total diversity spend.
- Recommendation for Liberty Utility is to **identify more diverse suppliers** to increase their pool of suppliers.

Total Spend with Diverse Suppliers

\$16.1M

Diverse Suppliers

25



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$14.0M | 18.4%

★★★★★ Above Minimum

Women Business Enterprise (WBE)

\$1.9M | 2.5%

★★★★★ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

\$189.6K | 0.25%

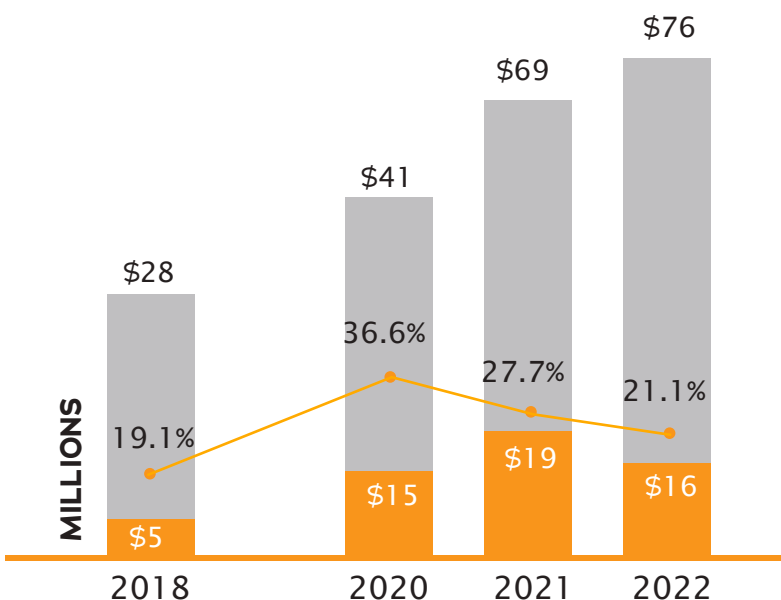
★★★★★ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

★★★★★ Below Minimum

5 YEAR OVERVIEW





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PACIFIC GAS AND ELECTRIC

2022 HIGHLIGHTS

Overall Performance Score

ABOVE TARGET



Total Spend on Goods and Services

\$12.2B

Direct Spend **\$3.9B | 32.6%**

Spending Results

39.4%

2022 GOAL (22.0%)

CPUC General Order 156 | 2022 Diversity Spend Results

Subcontracting Spend **\$818.4M | 6.7%**

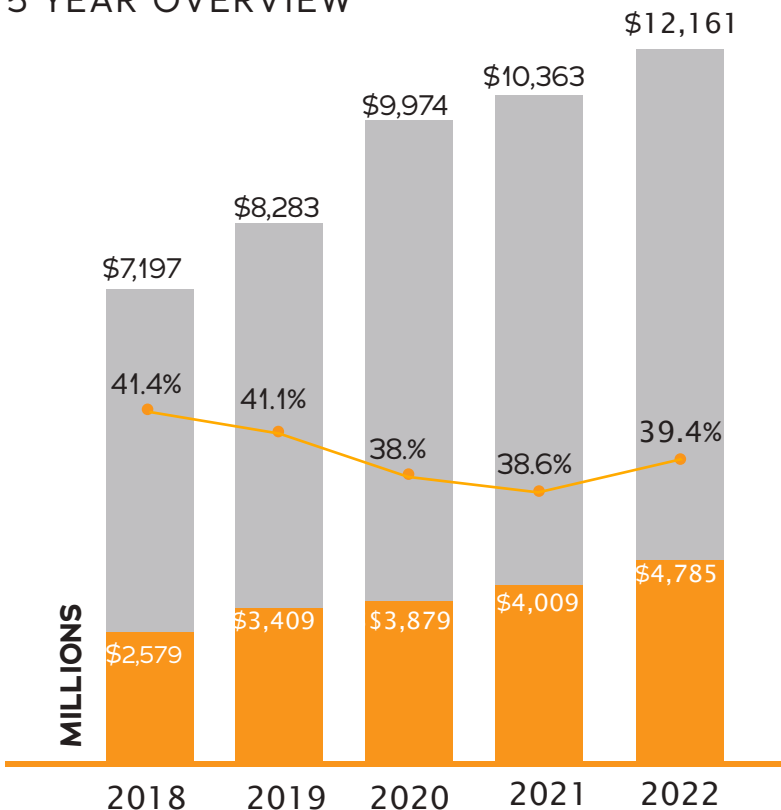
SUMMARY

Pacific Gas & Electric (PG&E) achieved an overall total performance score of **“Above Target”**, exceeding the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- 2022 marks the **11th consecutive year** of **over \$2 billion spend** with diverse suppliers.
- PG&E remains strong at **20.5%**, or **\$2.5 billion** in spend with **Minority Business Enterprise**.
- Recommendation for PG&E is to **identify additional subcontracting opportunities** for diverse suppliers.

5 YEAR OVERVIEW



Total Spend with Diverse Suppliers

\$4.78B

Diverse Suppliers

603



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$2.5B | 20.5%

★★★★★ Above Minimum

Women Business Enterprise (WBE)

\$1.1B | 8.7%

★★★★★ At Target

Disabled Veterans Business Enterprise (DVBE)

\$416.4M | 3.4%

★★★★★ Exceeding Maximum

LGBT Business Enterprise (LGBTBE)

\$6.9M | 0.1%

★★★ Below Minimum





PACIFICORP

2022 HIGHLIGHTS

Overall Performance Score

BELOW MINIMUM



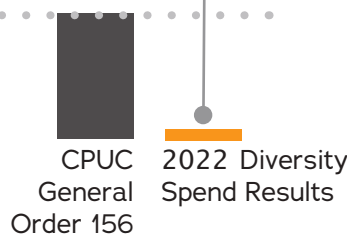
Total Spend on Goods and Services
\$76.5M

Direct Spend
\$297.0K | 0.39%

Spending Results

0.9%

2022 GOAL (22.0%)



Subcontracting Spend
\$453.6K | 0.59%

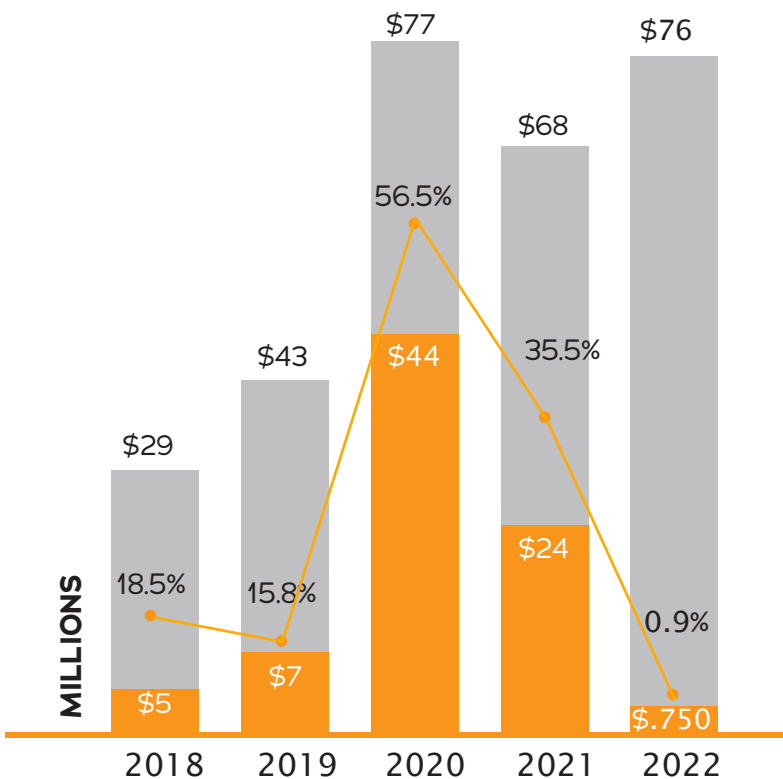
SUMMARY

PacifiCorp has an overall total performance score of **“Below Minimum”**, not meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- PacifiCorp **lost a significant amount of spend** in the Minority Business Enterprise (MBE) category compared to 2021 spend. In 2021, one (1) MBE supplier, had spend totaling **\$23.5 million, or 98%** of PacifiCorp’s total spend that year. This level of spend is no longer in the 2022 spend **causing a significant overall reduction in supplier diversity spend.**
- Recommendation for PacifiCorp is to **identify more diverse suppliers** to increase PacifiCorp’s pool of suppliers in **all categories** of diversity. **Additionally, PacifiCorp should not rely on a few suppliers to achieve its diversity spend goal.**

5 YEAR OVERVIEW



Total Spend with Diverse Suppliers

\$750K

Diverse Suppliers

10



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$682.1K | 0.89%

★ ★ ★ ★ ★ Below Minimum

Women Business Enterprise (WBE)

\$68.4K | 0.1%

★ ★ ★ ★ ★ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

\$0 | 0%

★ ★ ★ ★ ★ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

★ ★ ★ ★ ★ Below Minimum





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Find out more about our supplier diversity approach at ChargeEPC.com



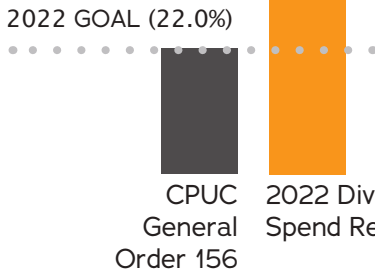
SAN DIEGO GAS & ELECTRIC

2022 HIGHLIGHTS

Overall Performance Score
ABOVE TARGET
★★★★★

Spending Results

39.7%



Total Spend on Goods and Services
\$2.4B

Direct Spend
\$642.1M | 26.5%

Subcontracting Spend
\$321.9M | 13.3%

SUMMARY

San Diego Gas and Electric (SDG&E) achieved an overall total performance score of **“Above Target”**, exceeding the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- SDG&E continues to **demonstrate** strong diverse **subcontracting**, with **over 13% or \$321.9 million** in **subcontracting** spend.
- Recommendation for SDG&E is to continue to **expand** their **Supplier Relationship Management (SRM)** program to help the growth of their **diverse subcontracting** spend.

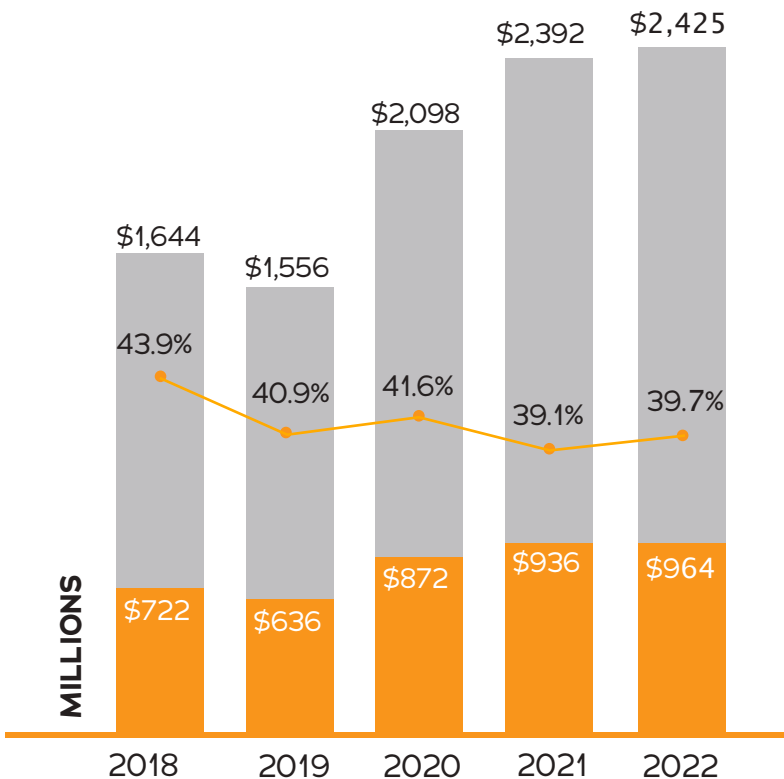
Total Spend with Diverse Suppliers

\$964.0M

Diverse Suppliers
557



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$467.2M | 19.3%

★★★★★ Above Minimum

Women Business Enterprise (WBE)

\$394.3M | 16.3%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

\$93.9M | 3.9%

★★★★★ Exceeding Maximum

LGBT Business Enterprise (LGBTBE)

\$8.6M | 0.4%

★★★ Below Minimum





SOUTHERN CALIFORNIA EDISON

2022 HIGHLIGHTS

Overall Performance Score

AT TARGET



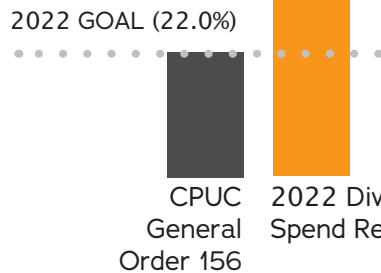
Total Spend on Goods and Services

\$6.8B

Direct Spend
\$1.8B | 26.2%

Spending Results

35.4%



Subcontracting Spend
\$632.4M | 9.2%

SUMMARY

Southern California Edison (SCE) achieved an overall total performance score of **“At Target”**, exceeding the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- SCE continues to be a leader in spending with Woman Business Enterprise (WBE). In 2022, SCE had spending of over **14.6%**, or **\$996 million** with **268** WBEs.
- SCE remains strong in spending with Minority Business Enterprise (MBE). In 2022, SCE spent **19.3%** or **\$1.3 billion** with MBEs
- SCE should expand their **Supplier Relationship Management (SRM)** to help the growth of their diverse subcontracting spend.

Total Spend with Diverse Suppliers

\$2.4B

Diverse Suppliers

632



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$1.3B | 19.3%

★★★★★ Above Minimum

Women Business Enterprise (WBE)

\$996.2M | 14.6%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

\$103.5M | 1.5%

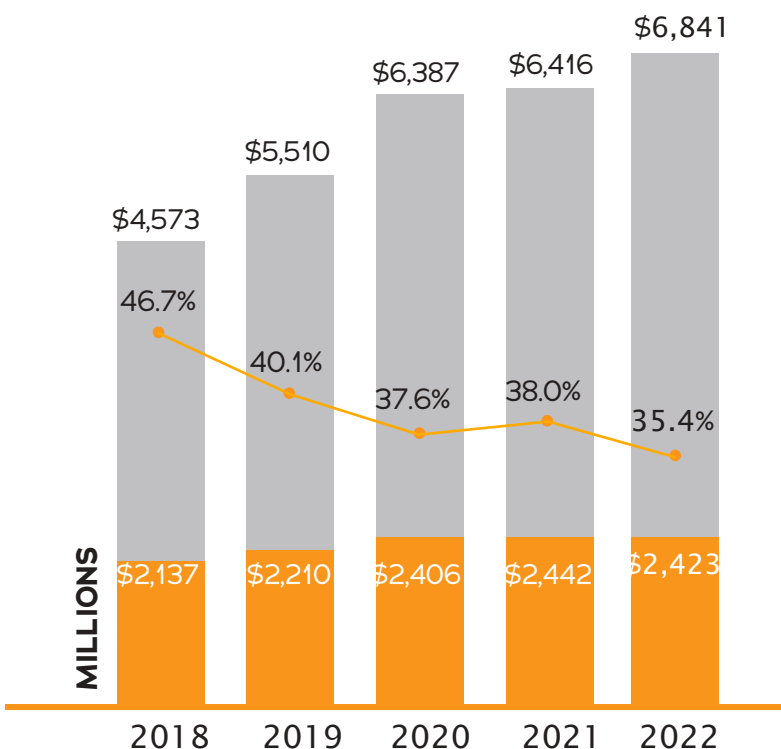
★★★ At Minimum

LGBT Business Enterprise (LGBTBE)

\$1.6M | 0.02%

★★★ Below Minimum

5 YEAR OVERVIEW





SOUTHERN CALIFORNIA GAS

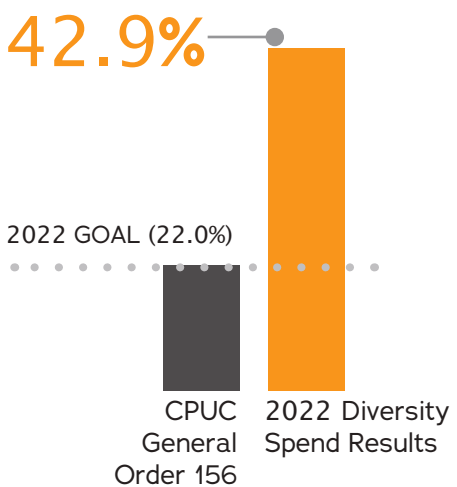
2022 HIGHLIGHTS

Overall Performance Score
AT MAXIMUM
★★★★★

Total Spend on Goods and Services
\$2.4B

Direct Spend
\$785.4B | 32.7%

Spending Results



Subcontracting Spend
\$246.5M | 10.3%

SUMMARY

Southern California Gas (SCG) achieved an overall total performance score of **“At Maximum”**, nearly doubling the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- SCG continues to **expand** their spend with the **Minority Business Enterprise (MBE)**. In 2022, SCG had an spending of **29.9% or \$720 million** with MBEs.
- In 2022, SCG increased their efforts by over **18%** with the **African American Business Enterprise**, spending **5.32%, or \$128 million**, in comparison to 2021 spending of **4.74% or \$108.4 million**.
- Recommendation for SCG is to focus on the **growth** of their **diverse subcontracting** spending by partnering with prime suppliers to provide **more opportunity for subcontracting**.

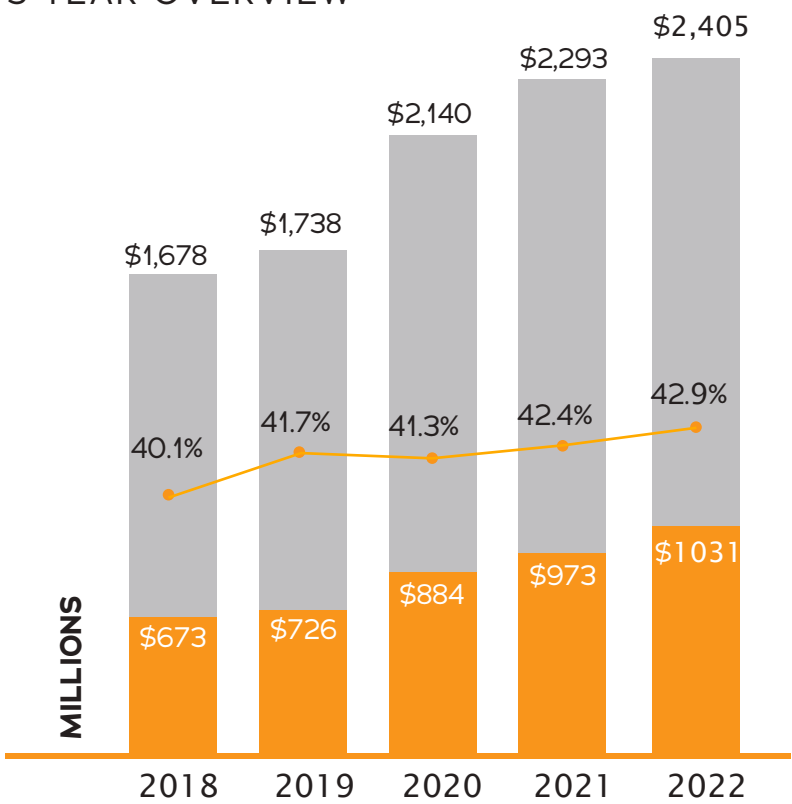
Total Spend with Diverse Suppliers

\$1031.9M

Diverse Suppliers
578



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)
\$720.0M | 29.9%
★★★★★ Above Target

Women Business Enterprise (WBE)
\$256.7M | 10.7%
★★★★★ At Maximum

Disabled Veterans Business Enterprise (DVBE)
\$54.9M | 2.3%
★★★★★ Target

LGBT Business Enterprise (LGBTBE)
\$253.5K | 0.01%
★★★★★ Below Minimum



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SOUTHWEST GAS CORPORATION

2022 HIGHLIGHTS

Overall Performance Score

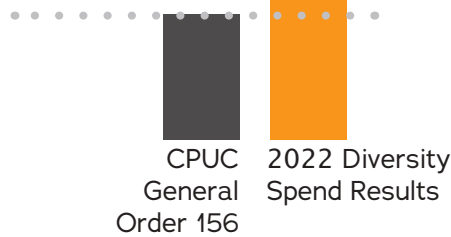
EXCEEDING MAXIMUM



Spending Results

58.6%

2022 GOAL (22.0%)



Total Spend on Goods and Services

\$102.3M

Direct Spend
\$53.7M | 52.5%

Subcontracting Spend
\$6.2M | 6.1%

SUMMARY

Southwest Gas Corporation achieved an overall total performance score of **“Exceeding Maximum”**, more than doubling the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Southwest Gas Corporation achieved most of the CPUC’s General Order 156 - supplier diversity’s goal for 2022, **with the exception of the LGBTBE.**
- 63% of Southwest Gas Corporations’ diversity spend is **dependent** on the spend of one **(1) Disabled Veteran Business Enterprise (DVBE)**, totaling **\$37.9 million** in spend.
- Recommendation for Southwest Gas Corp. is to **identify** more diverse suppliers to **increase SGC’s pool of suppliers.**

Total Spend with Diverse Suppliers

\$59.8M

Diverse Suppliers

45



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$13.4M | 13.1%

★★★☆☆ Below Minimum

Women Business Enterprise (WBE)

\$4.2M | 4.1%

★★★☆☆ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

\$38.1M | 37.4%

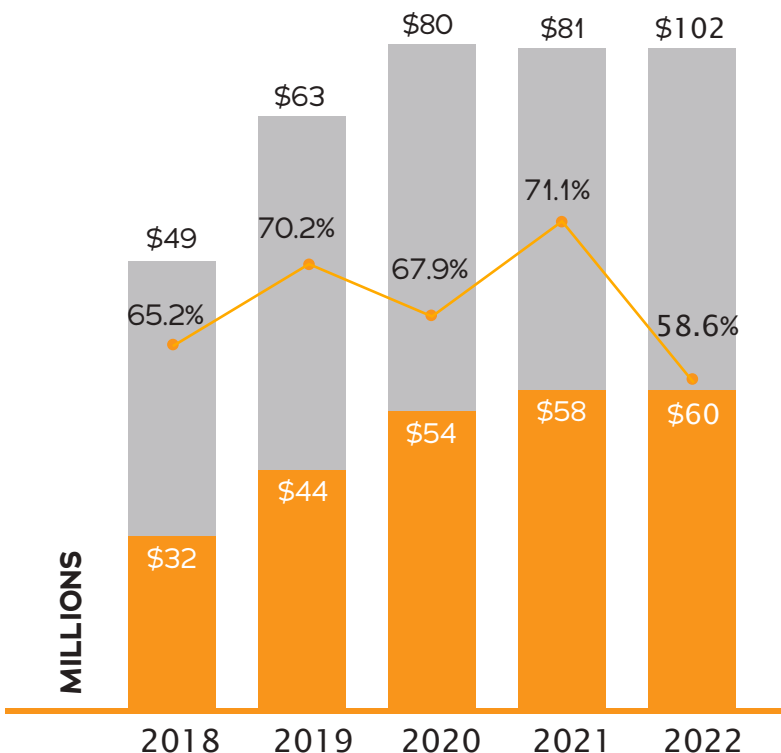
★★★★★ Exceeding Maximum

LGBT Business Enterprise (LGBTBE)

\$7.6K | 0%

★★★☆☆ Below Minimum

5 YEAR OVERVIEW





WILD GOOSE STORAGE

2022 HIGHLIGHTS

Overall Performance Score

BELOW MINIMUM



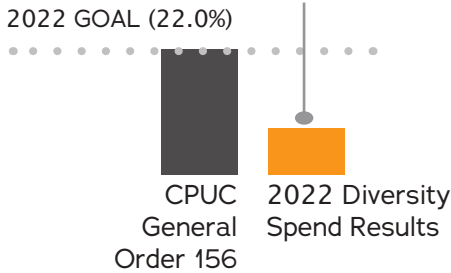
Total Spend on Goods and Services

\$4.2M

Direct Spend **\$460.8K | 11%**

Spending Results

11%



Subcontracting Spend **\$0 | 0%**

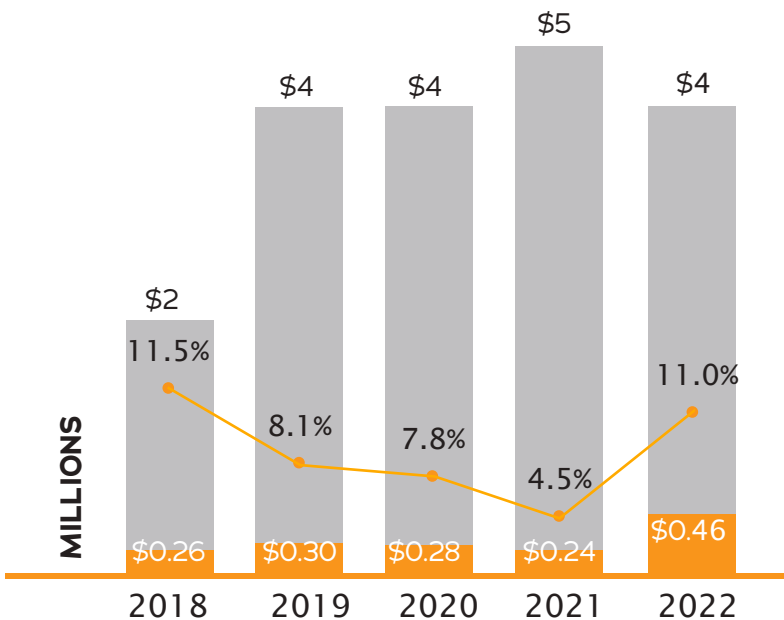
SUMMARY

Wild Goose Storage had an overall total performance score of **“Below Minimum”**, not meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- WildGoose’s **majority of spend** is in the **Minority Business Enterprise (MBE)**. In 2022, Wild Goose had a total spending of **2.97% or \$159 thousand** with **MBEs**.
- Wild Goose should develop a stronger supplier diversity program to **identify** and attract **suppliers** in **all categories** of diversity.

5 YEAR OVERVIEW



Total Spend with Diverse Suppliers

\$460.8K

Diverse Suppliers **6**



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$296.5K | 7.1%

★ ★ ★ ★ ★ Below Minimum

Women Business Enterprise (WBE)

\$159.1K | 3.81%

★ ★ ★ ★ ★ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

\$5.3K | 0.13%

★ ★ ★ ★ ★ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

★ ★ ★ ★ ★ Below Minimum



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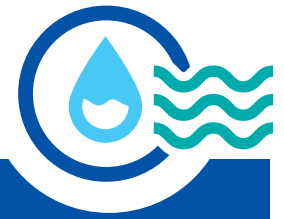


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CALIFORNIA AMERICAN WATER

2022 HIGHLIGHTS

Overall Performance Score
AT MAXIMUM
★★★★★

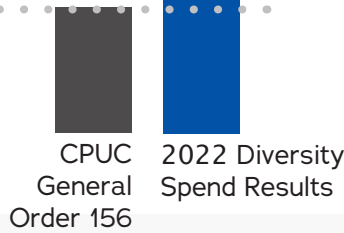
Total Spend on Goods and Services
\$135.7M

Direct Spend
\$57.4M | 42.3%

Spending Results

45.9%

2022 GOAL (22.0%)



Subcontracting Spend
\$4.9M | 3.6%

SUMMARY

California American Water (CAW) achieved an overall total performance score of **“At Maximum”, more than doubling** the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- California American Water (CAW) is the **only utility** that met and **exceeded** the **CPUC's diversity spend** goal for **all categories** in 2022.
- CAW continues to expand their success in spending with the **Women Business Enterprise (WBE)**. In 2022, CAW spent **17.5% or \$23.7 million** with WBEs.
- Recommendation for CAW is to **look for opportunities to expand** their **subcontracting** spend by identifying more diverse suppliers.

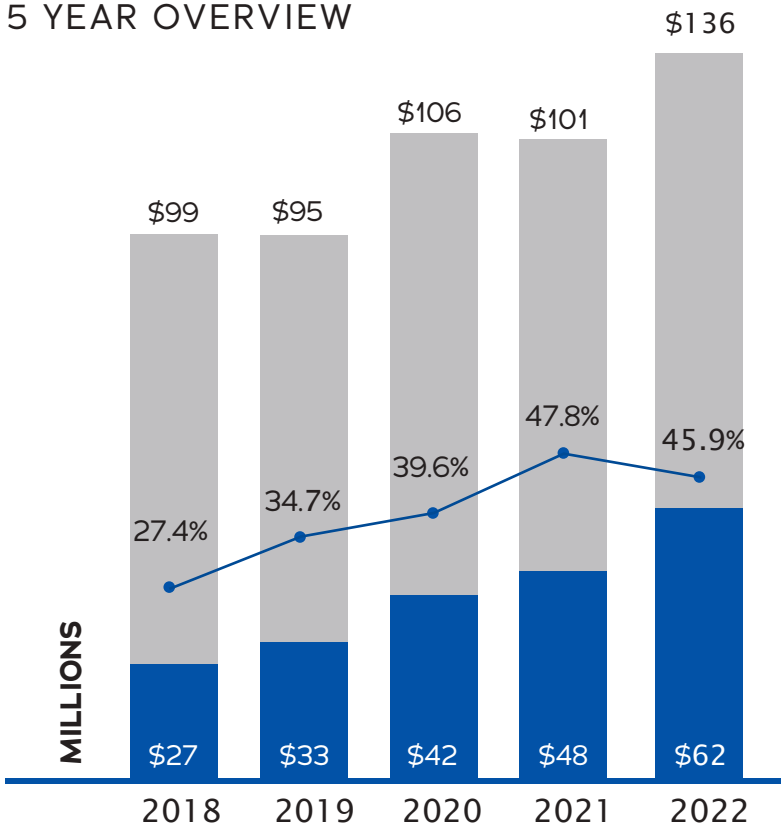
Total Spend with Diverse Suppliers

\$62.3M

Diverse Suppliers
126



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$33.8M | 24.9%

★★★★★ Exceeding Maximum

Women Business Enterprise (WBE)

\$23.7M | 17.5%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

\$3.0M | 2.2%

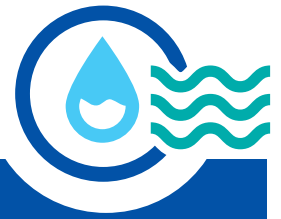
★★★★★ Below Target

LGBT Business Enterprise (LGBTBE)

\$4.3K | 4.2%

★★★★★ Exceeding Maximum





CALIFORNIA WATER SERVICE

2022 HIGHLIGHTS

Overall Performance Score

AT MINIMUM



Total Spend on Goods and Services

\$291.4M

Direct Spend
\$31.6M | 10.8%

Spending Results

24.3%

2022 GOAL (22.0%)

CPUC General Order 156
2022 Diversity Spend Results

Subcontracting Spend
\$39.3M | 13.5%

SUMMARY

California Water Service (CWS) achieved an overall total performance score of **"At Minimum"**, slightly above the CPUC's supplier diversity goal.

Best Practices & Lessons Learned

- CWS continues to demonstrate strong diverse subcontracting, with **over 13.5% or \$39.3million** in subcontracting spend.
- **In 2022 CWS achieved the highest percentage in spend with diverse subcontractors compared to other utilities.**
- Recommendation for CWS is to **identify more diverse suppliers** to increase the pool of **direct spend** with diverse suppliers.

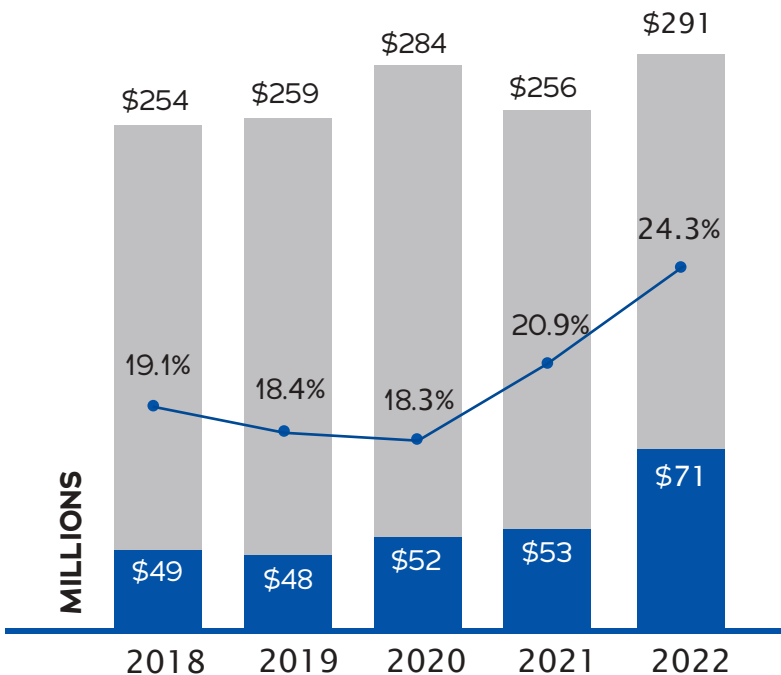
Total Spend with Diverse Suppliers

\$70.9M

Diverse Suppliers
165



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$40.2M | 13.8%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$12.0M | 4.1%

★☆☆☆☆ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

\$15.1M | 5.2%

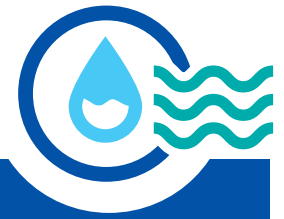
★★★★☆ Below Target

LGBT Business Enterprise (LGBTBE)

\$86.5K | 0.03%

★☆☆☆☆ Below Minimum





GOLDEN STATE WATER COMPANY

2022 HIGHLIGHTS

Overall Performance Score

BELOW TARGET



Total Spend on Goods and Services

\$167.0M

Direct Spend
\$55.2M | 33.1%

Spending Results

33.7%

2022 GOAL (22.0%)

CPUC General Order 156
2022 Diversity Spend Results

Subcontracting Spend
\$967.8K | 0.58%

SUMMARY

Golden State Water Company (GSWC) achieved an overall total performance score of **“Below Target**, meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- GSWC has a **strong spending** with **Minority Business Enterprise (MBE)**. In 2022, GSWC spent **26.7% or \$44.6 million** with **MBEs**.
- In 2022, GSWC increased their spend with Women Business Enterprise (WBE) to **5.1% or \$8.5 million**, slightly achieving the minimum CPUC’s WBE goal.
- Recommendation for GSWC is to look for more **subcontracting opportunities** by identifying more diverse suppliers.

Total Spend with Diverse Suppliers

\$56.2M



Diverse Suppliers
61

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$44.6M | 26.7%

★★★★★ At Target

Women Business Enterprise (WBE)

\$8.5M | 5.1%

★★★★★ At Minimum

Disabled Veterans Business Enterprise (DVBE)

\$3.1M | 1.8%

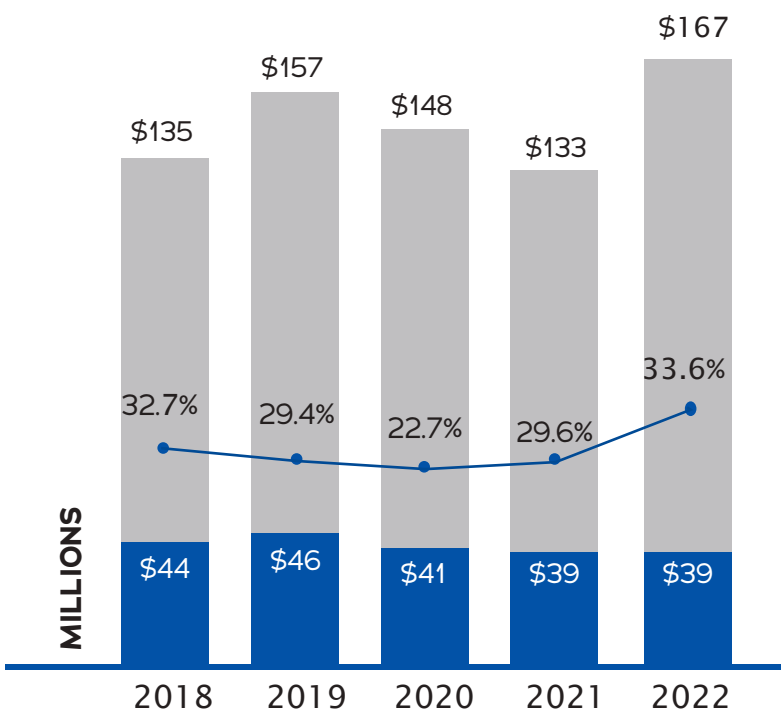
★★★★★ Above Minimum

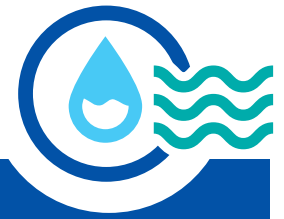
LGBT Business Enterprise (LGBTBE)

\$0 | 0%

★★★★★ Below Minimum

5 YEAR OVERVIEW





LIBERTY UTILITIES

2022 HIGHLIGHTS

Overall Performance Score

EXCEEDING MAXIMUM



Total Spend on Goods and Services

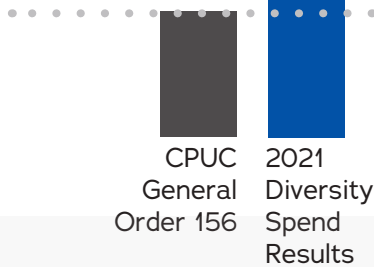
\$31.3M

Direct Spend
\$15.0M | 50.1%

Spending Results

53.2%

2022 GOAL (22.0%)



CPUC General Order 156
2021 Diversity Spend Results

Subcontracting Spend
\$975.3K | 3.1%

SUMMARY

Liberty Utilities (Park Water & Apple Valley Water) achieved an overall total performance score of **“Exceeding Maximum”**, more than doubling the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Liberty Utilities demonstrates a strong spend with Woman Business Enterprise (WBE) achieving **29.3% or \$9.2 million** in spend.
- Liberty Utilities significantly **increased their spend** with Minority Business Enterprise (MBE) spending **21.7% or \$6.8 million** in 2022.
- Recommendation for Liberty Utilities is to **look** for more **subcontracting opportunities** by identifying more diverse suppliers.

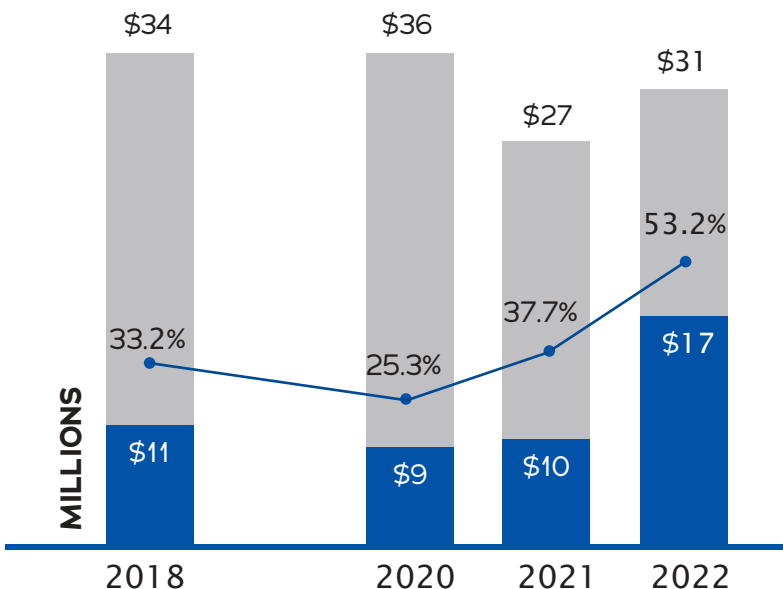
Total Spend with Diverse Suppliers

\$16.6M

Diverse Suppliers
33



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$6.8M | 21.7%

★★★★★ Below Target

Women Business Enterprise (WBE)

\$9.2M | 29.3%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

\$661.5K | 2.1%

★★★★★ Above Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

★★★★★ Below Minimum



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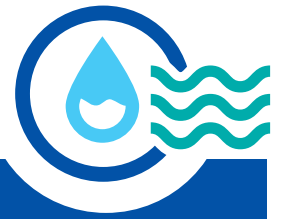
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SAN GABRIEL VALLEY WATER COMPANY

2022 HIGHLIGHTS

Overall Performance Score

AT TARGET



Total Spend on Goods and Services

\$73.5M

Direct Spend
\$24.9M | 33.1%

Spending Results

34.3%

2022 GOAL (22.0%)

CPUC General Order 156
2022 Diversity Spend Results

Subcontracting Spend
\$302.2K | 0.4%

SUMMARY

San Gabriel Valley Water Company (SGVWC) achieved an overall total performance score of **“At Target”**, above the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- SGVWC remains **strong** in spending with **Woman Business Enterprise (WBE)**. In 2022, SGVWC spent **14.1% or \$10.4 million** with WBEs.
- In 2022, SGVWC **exceeded** their company goal of 1.5% spend with **LGBTBE** by achieving **4.1% or \$3 million** in spend.
- Recommendation for SGVWC is to **expand** the **subcontracting** spend by identifying more opportunities for diverse suppliers.

Total Spend with Diverse Suppliers

\$25.2M



Diverse Suppliers
77

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$10.8M | 14.7%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$10.4M | 14.1%

★★★★★ Exceeding Maximum

Disabled Veterans Business Enterprise (DVBE)

\$996.1K | 1.35%

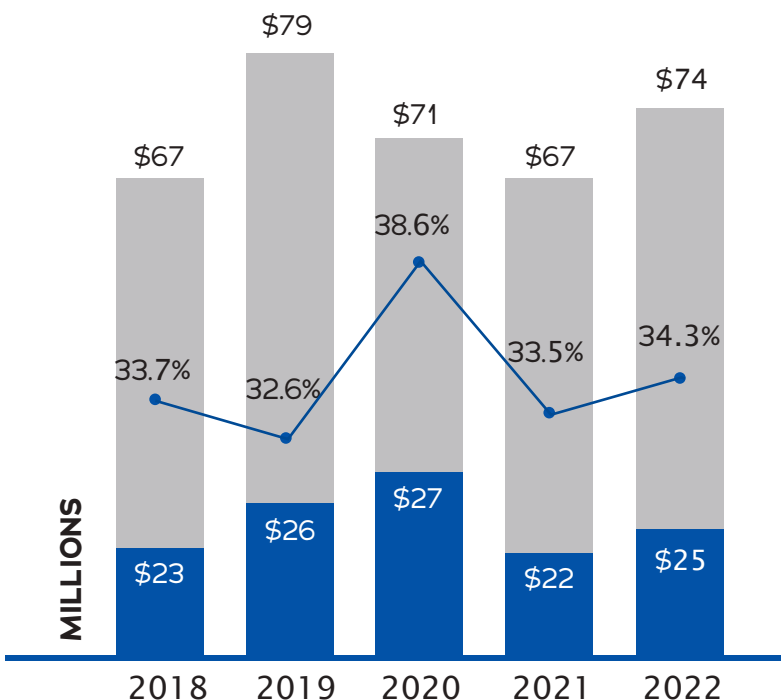
★☆☆☆☆ Below Minimum

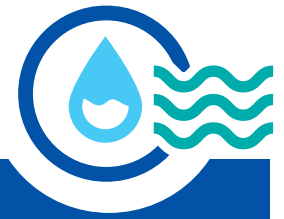
LGBT Business Enterprise (LGBTBE)

\$3.0M | 4.1%

★★★★★ Exceeding Maximum

5 YEAR OVERVIEW





SAN JOSE WATER COMPANY

2022 HIGHLIGHTS

Overall Performance Score

AT TARGET

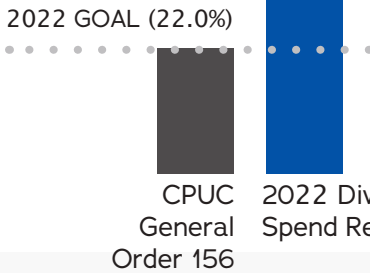


Total Spend on Goods and Services
\$128.9M

Direct Spend
\$38.1M | 29.53%

Spending Results

35.7%



Subcontracting Spend
\$7.9M | 6.1%

SUMMARY

San Jose Water Company (SJWC) achieved an overall total performance score of **“At Target”**, above the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- SJWC increased their overall spending with diverse suppliers in 2022, with **\$46 million or 35.7%** exceeding their spend of 33.8% or \$40.5 million in 2021.
- SJWC achieved a significant spend with Minority Business Enterprise (MBE) for a total of \$35.8 million or 27.8%. **However, over \$30 million or 65% of SJWC’s diverse spend is dependent on the spend of one (1) MBE supplier.**
- Recommendation for SJWC is to **identify more diverse suppliers** to increase SJWC’s pool of suppliers in all categories of diversity.

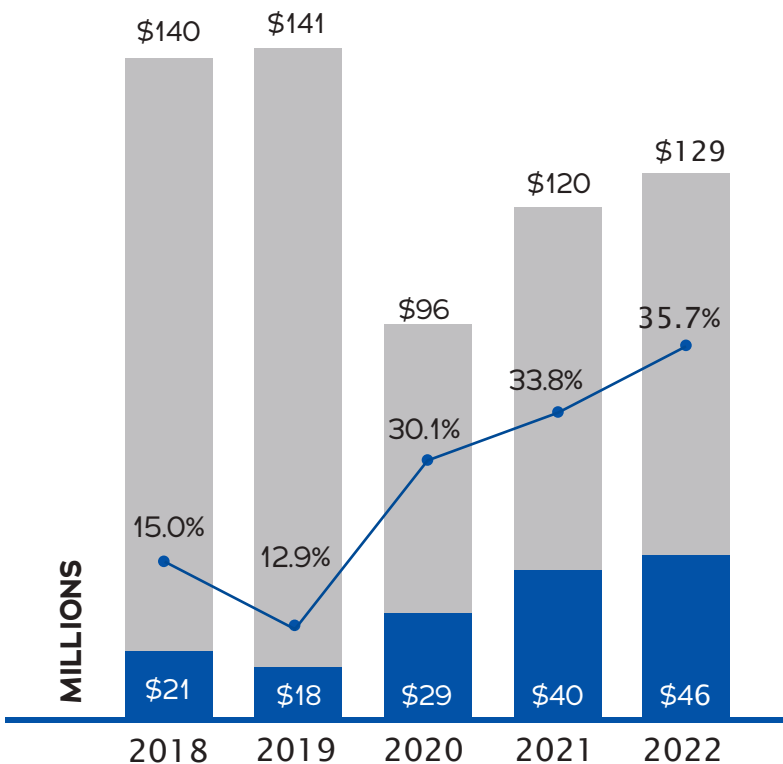
Total Spend with Diverse Suppliers

\$46.0M

Diverse Suppliers
44



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$35.8M | 27.8%



Women Business Enterprise (WBE)

\$6.5M | 5.1%



Disabled Veterans Business Enterprise (DVBE)

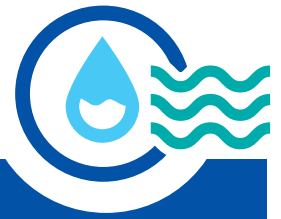
\$3.29M | 2.6%



LGBT Business Enterprise (LGBTBE)

\$12.5K | 0.01%





SUBURBAN WATER SYSTEMS

2022 HIGHLIGHTS

Overall Performance Score

EXCEEDING MAXIMUM



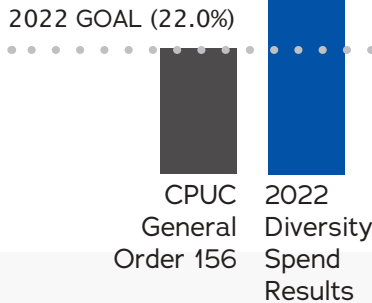
Total Spend on Goods and Services

\$35.6M

Direct Spend
\$24.1M | 67.5%

Spending Results

67.6%



CPUC General Order 156
2022 Diversity Spend Results

Subcontracting Spend
\$5.4K | 0.02%

SUMMARY

Suburban Water Systems (SWS) achieved an overall total performance score of **“Exceeding Maximum”**, more than doubling the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- SWS demonstrates **strong spending** with diverse suppliers achieving **68% or \$24.0 million** in 2022.
- SWS has **strong spending** with **Minority Business Enterprise (MBE)**, spending **45.7% or \$16.3 million** with MBEs.
- Recommendation for SWS should **look** for more **subcontracting opportunities** by identifying more diverse suppliers.

Total Spend with Diverse Suppliers

\$24.1M

Diverse Suppliers
44



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$16.3M | 45.7%

★★★★★ At Maximum

Women Business Enterprise (WBE)

\$3.6M | 10.2%

★★★★★ At Maximum

Disabled Veterans Business Enterprise (DVBE)

\$216.2K | 0.61%

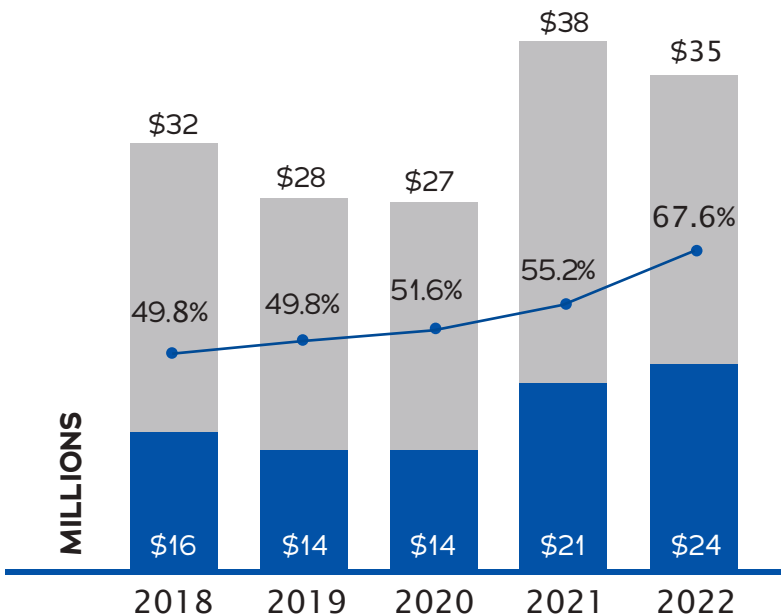
★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$3.9M | 11.0%

★★★★★ Exceeding Maximum

5 YEAR OVERVIEW





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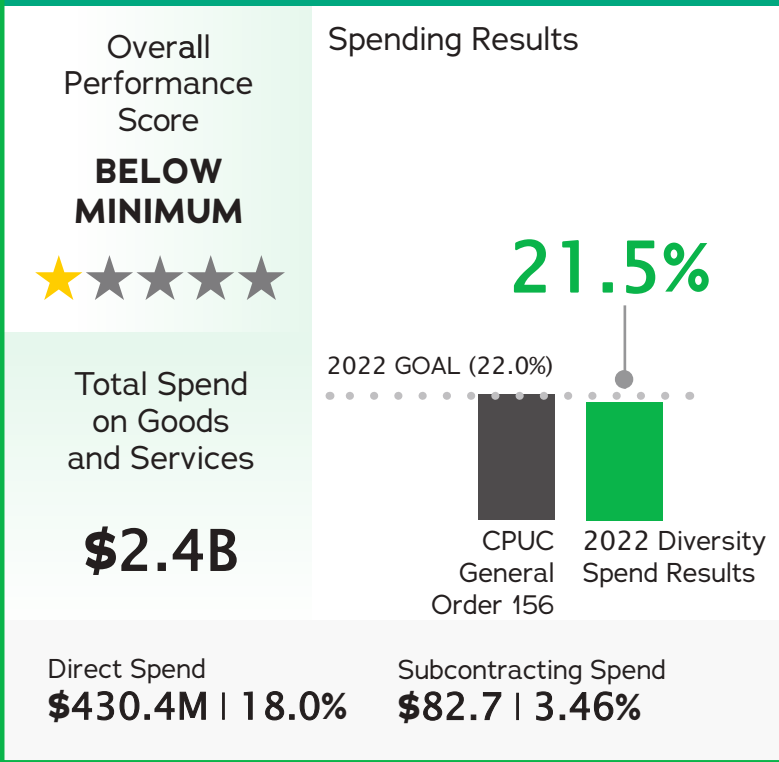
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AT&T CALIFORNIA

2022 HIGHLIGHTS



SUMMARY

AT&T California achieved an overall total performance score of “**Below Minimum**”, slightly below the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

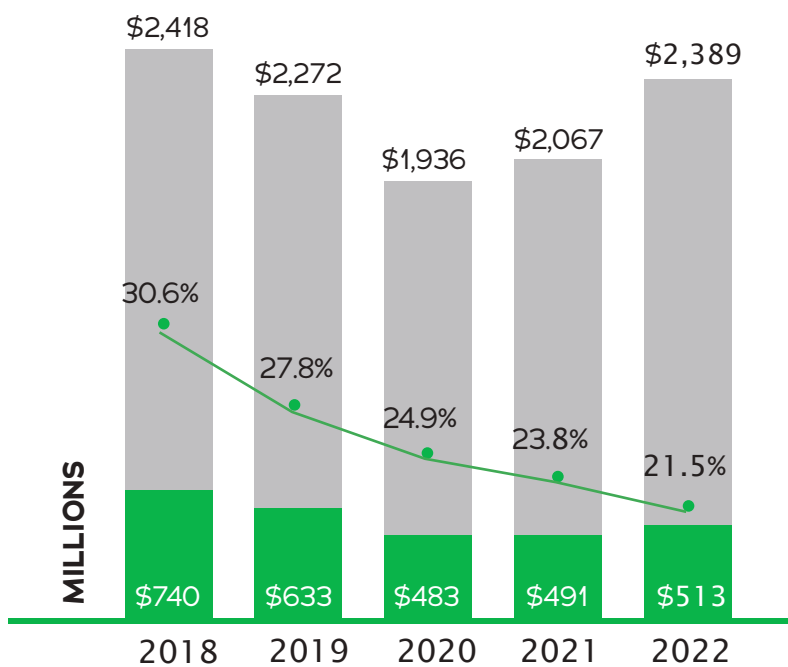
- AT&T CA demonstrates a strong spending with Woman Business Enterprise (WBE) **achieving 10.4% or \$248 million with WBE.**
- Recommendation for AT&T California should look for more **subcontracting opportunities** by identifying more diverse suppliers.
- AT&T CA should identify **more diverse suppliers** to be included in the supply chain.

Total Spend with Diverse Suppliers

\$513.1M



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$230.6 | 9.6%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$247.57 | 10.4%

★★★★★ Above Target

Disabled Veterans Business Enterprise (DVBE)

\$23.76 | 1.4%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$144.34K | 0.008%

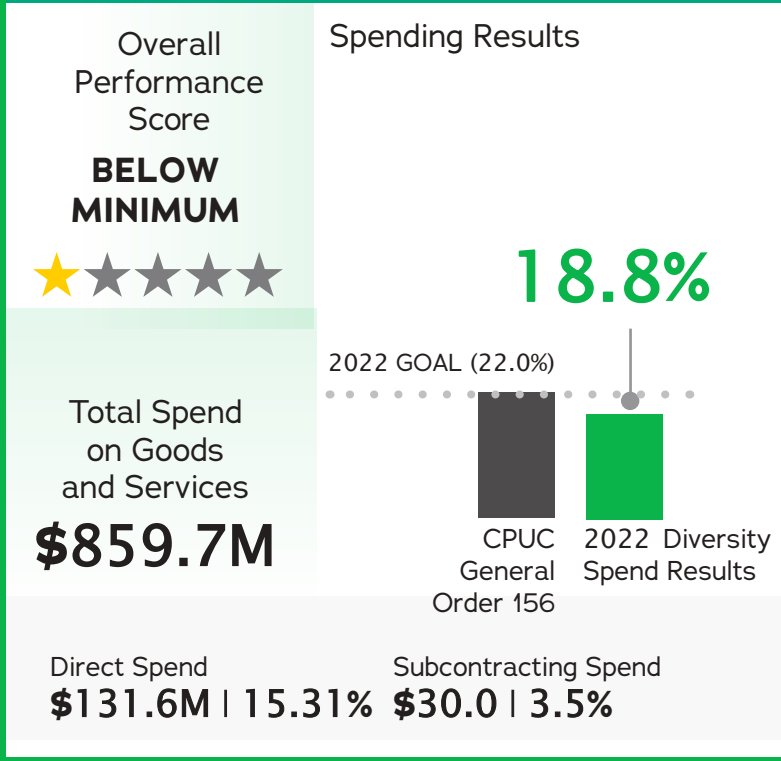
★☆☆☆☆ Below Minimum





AT&T CORPORATION

2022 HIGHLIGHTS



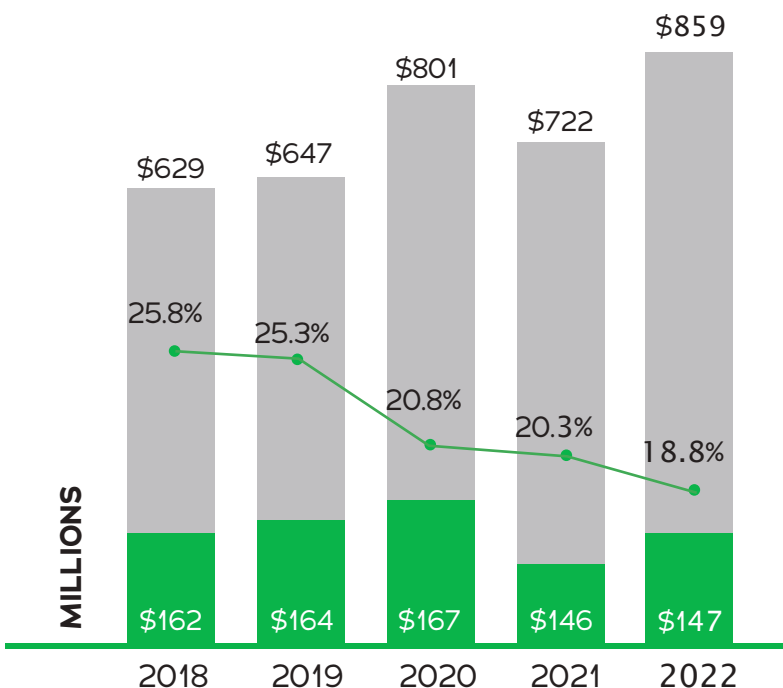
SUMMARY

AT&T Corp achieved an overall total performance score of **“Below Minimum”**, not meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- AT&T Corp significantly increased their spend with Woman Business Enterprise (WBE) achieving **8.6% or \$74 million** with **WBE** in 2022.
- Recommendation for AT&T Corp is to look for **more subcontracting opportunities** by identifying more diverse suppliers. AT&T Corp should **identify more diverse suppliers** to be included in the supply chain.

5 YEAR OVERVIEW



Total Spend with Diverse Suppliers
\$146.5M



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$84.7M | 9.9%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$73.7M | 8.6%

★★★☆☆ Above Minimum

Disabled Veterans Business Enterprise (DVBE)

\$2.5M | 0.3%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$52.4K | 0.006%

★☆☆☆☆ Below Minimum





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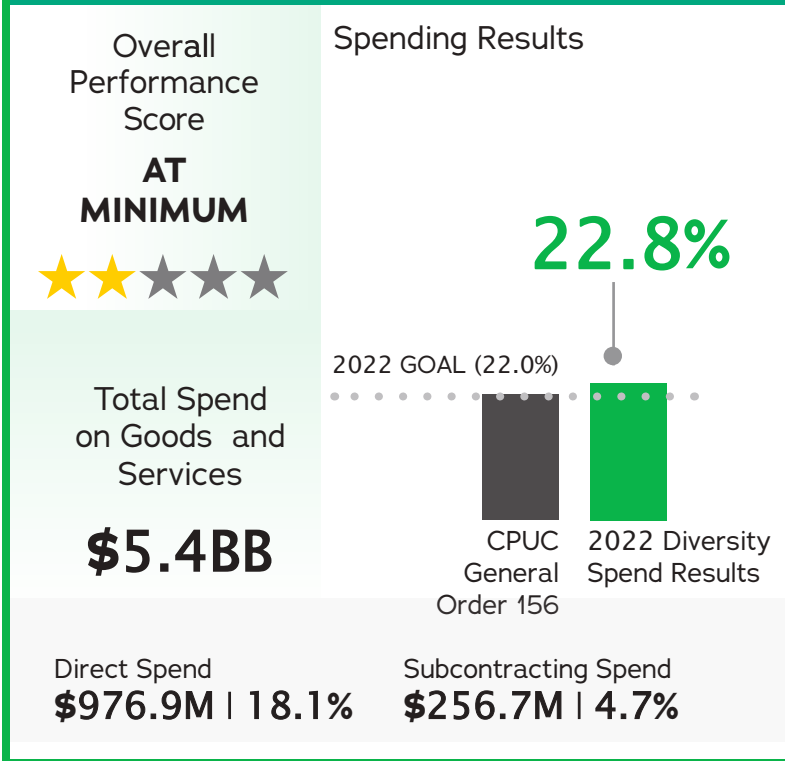


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AT&T MOBILITY

2022 HIGHLIGHTS



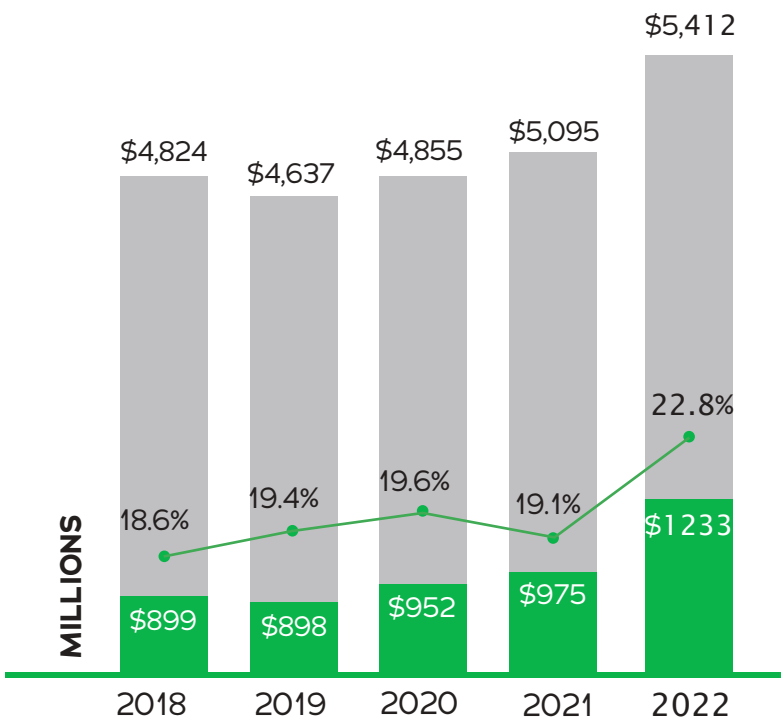
SUMMARY

AT&T Mobility achieved an overall total performance score of **“At Minimum”**, slightly above the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- AT&T Mobility had a slight increase over CPUC’s target goal of 5% with Woman Business Enterprise (WBE) achieving **6.7% or \$370 million with WBE.**
- AT&T Mobility had a slight increase over CPUC's target goal of 15% with Minority Business Enterprise (MBE) achieving **15.9% or \$862 million with MBE.**
- Recommendation for AT&T Mobility is to look for **more subcontracting opportunities** by identifying more diverse suppliers.

5 YEAR OVERVIEW



Total Spend with Diverse Suppliers
\$1.23B



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$862.0 | 15.9%

★★★★★ At Minimum

Women Business Enterprise (WBE)

\$363.9M | 6.7%

★★★★★ Above Minimum

Disabled Veterans Business Enterprise (DVBE)

\$601.5K | 0.011%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$1.0M | 0.019%

★☆☆☆☆ Below Minimum



AT&T LONG DISTANCE

2022 HIGHLIGHTS

Overall Performance Score

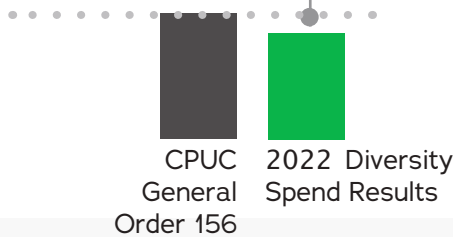
BELOW MINIMUM



Spending Results

20.6%

2022 GOAL (22.0%)



Total Spend on Goods and Services

\$37.7M

Direct Spend
\$6.1M | 16.3%

Subcontracting Spend
\$1.7M | 4.4%

SUMMARY

AT&T Long Distance achieved an overall total performance score of **“Below Minimum”**, not meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

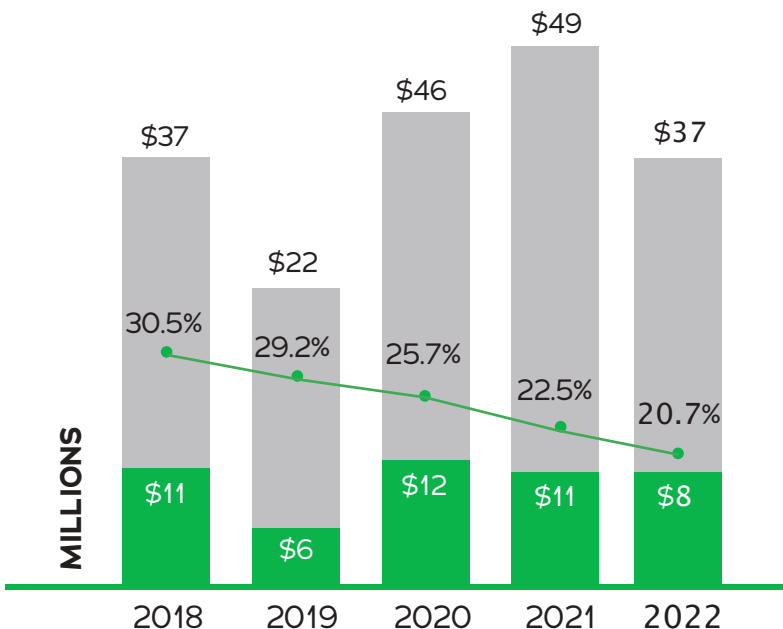
- AT&T Long Distance significantly increased their spend with Woman Business Enterprise (WBE) achieving **9.1% or \$3.4 million** with WBE in 2022.
- Recommendation for AT&T Long Distance is to look for **more subcontracting opportunities** by identifying more diverse suppliers.
- AT&T Long Distance should **identify** more **diverse suppliers** to be included in the supply chain.

Total Spend with Diverse Suppliers

\$7.8M



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$4.2M | 11.2%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$3.4M | 9.1%

★★★★☆ Above Target

Disabled Veterans Business Enterprise (DVBE)

\$87.0K | 0.2%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$2.9K | 0.008%

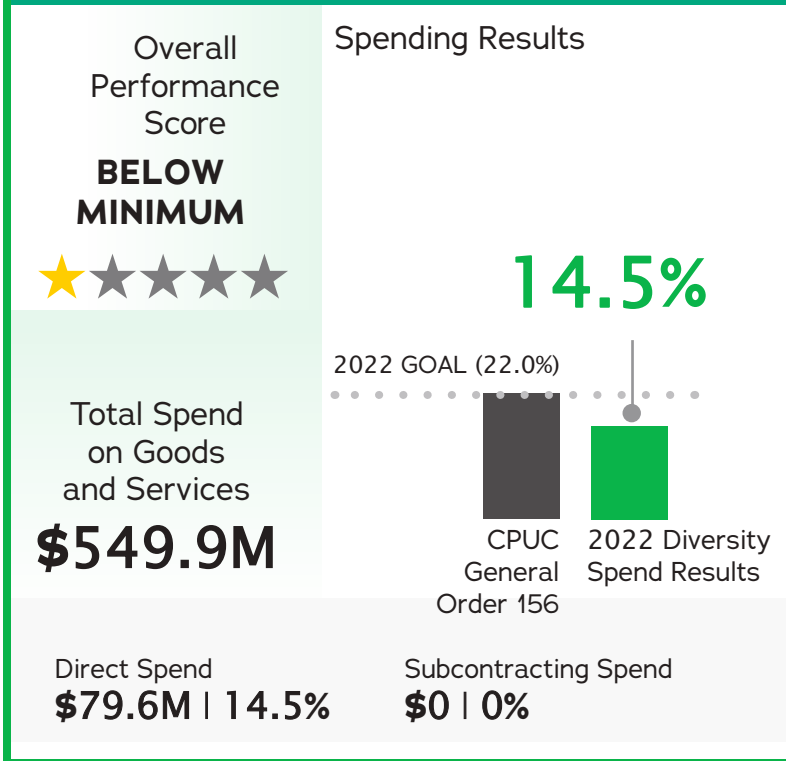
★☆☆☆☆ Below Minimum





CENTURYLINK

2022 HIGHLIGHTS



SUMMARY

Century Link achieved an overall total performance score of **“Below Minimum”**, not meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Century Link had a **slight increase** over the CPUC’s **target goal of 5%** with **Woman Business Enterprise (WBE)** achieving **7% or \$39 million** in spend in 2022.
- Century Link should identify **more diverse suppliers** to be included in the supply chain.
- Recommendation for Century Link is to **look for more subcontracting opportunities** by identifying more diverse suppliers.

Total Spend with Diverse Suppliers
\$79.6M

Diverse Suppliers
64



CATEGORY HIGHLIGHTS

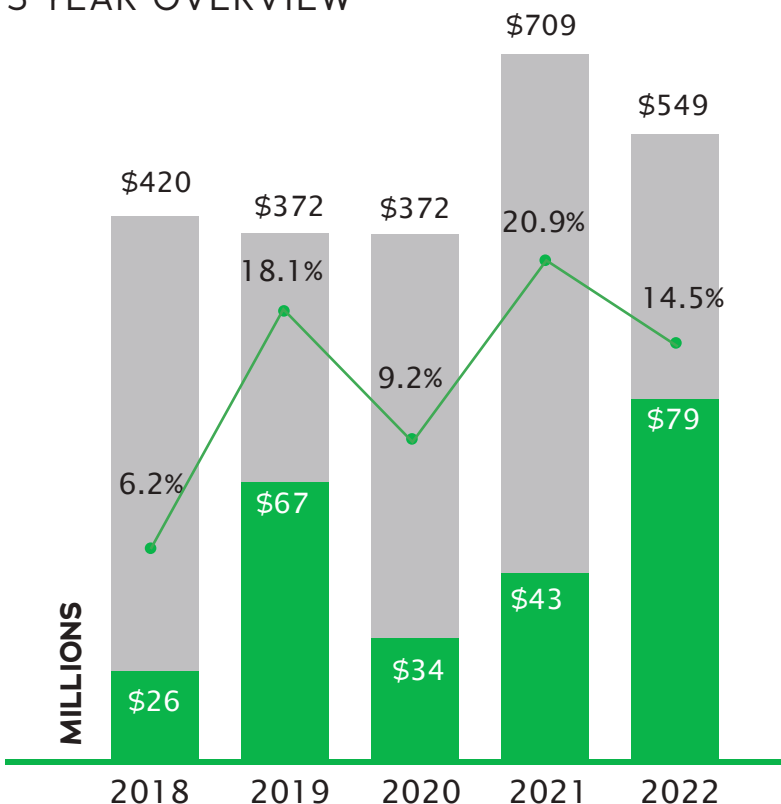
Minority Business Enterprise (MBE)
\$35.9M | 6.5%
★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)
\$38.7M | 7.0%
★★★★☆ Below Target

Disabled Veterans Business Enterprise (DVBE)
\$648.4K | 0.1%
★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)
\$0 | 0%

5 YEAR OVERVIEW



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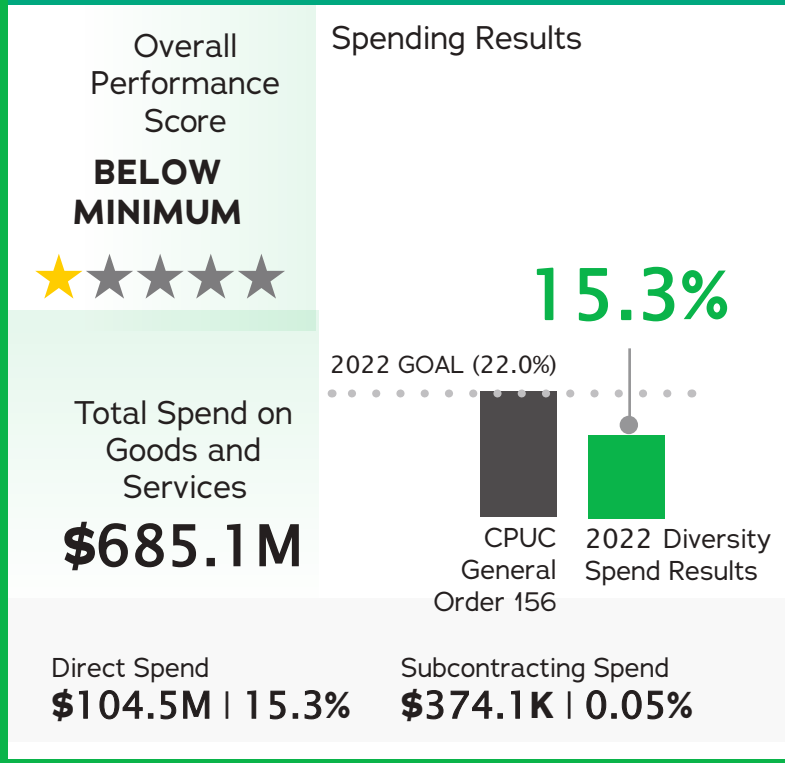
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CHARTER COMMUNICATIONS

2022 HIGHLIGHTS



SUMMARY

Charter Communications had an overall total performance score of **“Below Minimum”**, not meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Recommendation for Charter Communications is to **develop** a **strong supplier diversity program** to identify and attract suppliers in all categories of diversity.
- Charter Communications should **identify** more **diverse suppliers** to increase the pool of suppliers within the supplychain.

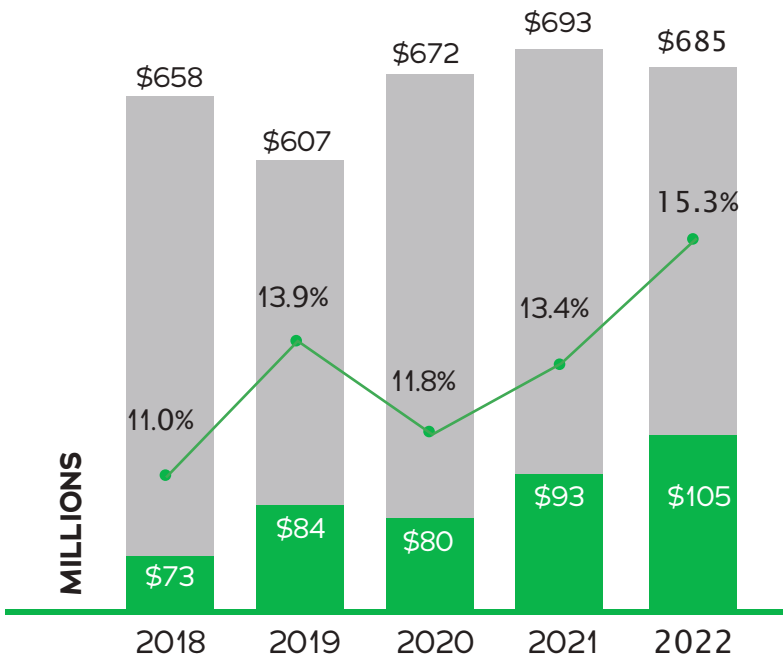
Total Spend with Diverse Suppliers

\$104.9M

Diverse Suppliers
51



5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$70.8M | 10.3%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$28.0M | 4.1%

★☆☆☆☆ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

\$6.1M | 0.89%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

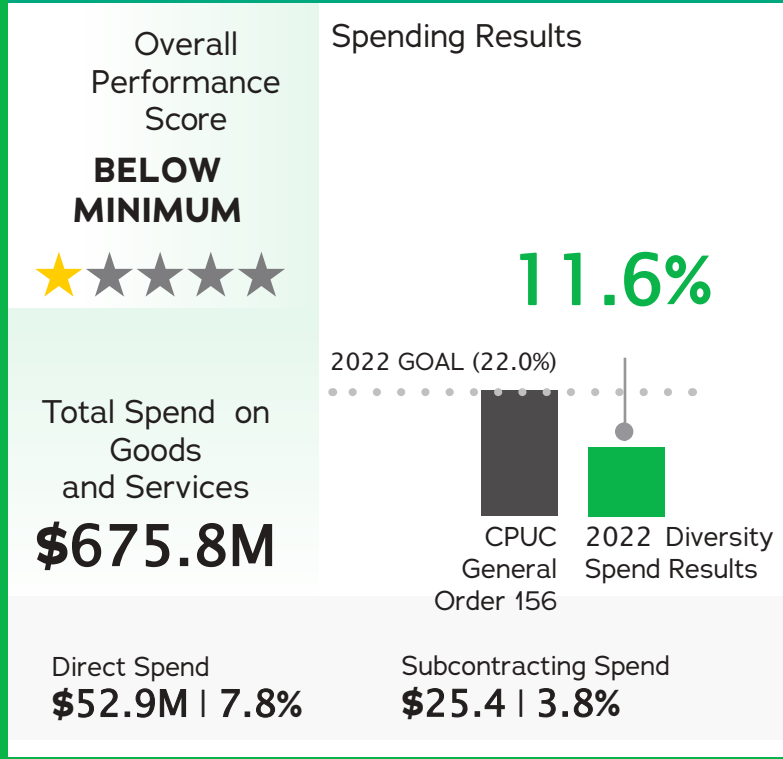
\$0 | 0%





COMCAST

2022 HIGHLIGHTS



SUMMARY

Comcast had an overall total performance score of **“Below Minimum”**, not meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Comcast had a **slight increase** over the CPUC’s **target goal of 5%** with **Woman Business Enterprise (WBE)** achieving **6.7%** or **\$46 million** in spend.
- Recommendation for Comcast is to **develop** a strong **supplier diversity program** to identify and attract suppliers in all categories of diversity.
- Comcast should identify more diverse suppliers to **increase the pool** of suppliers within the supply chain.

Total Spend with Diverse Suppliers

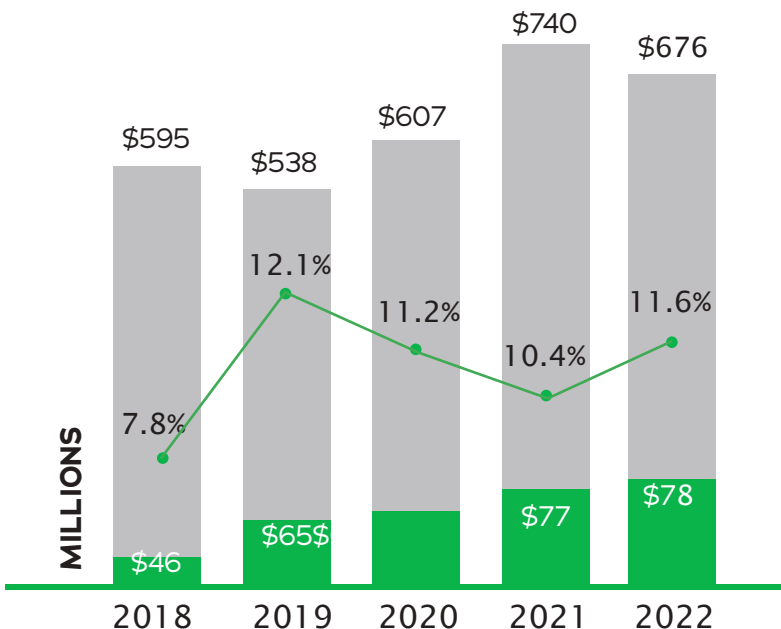
\$78.4M



Diverse Suppliers

60

5 YEAR OVERVIEW



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$32.6M | 4.8%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$45.6 | 6.7%

★★★★★ Above Minimum

Disabled Veterans Business Enterprise (DVBE)

\$291.1K | 0.04%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

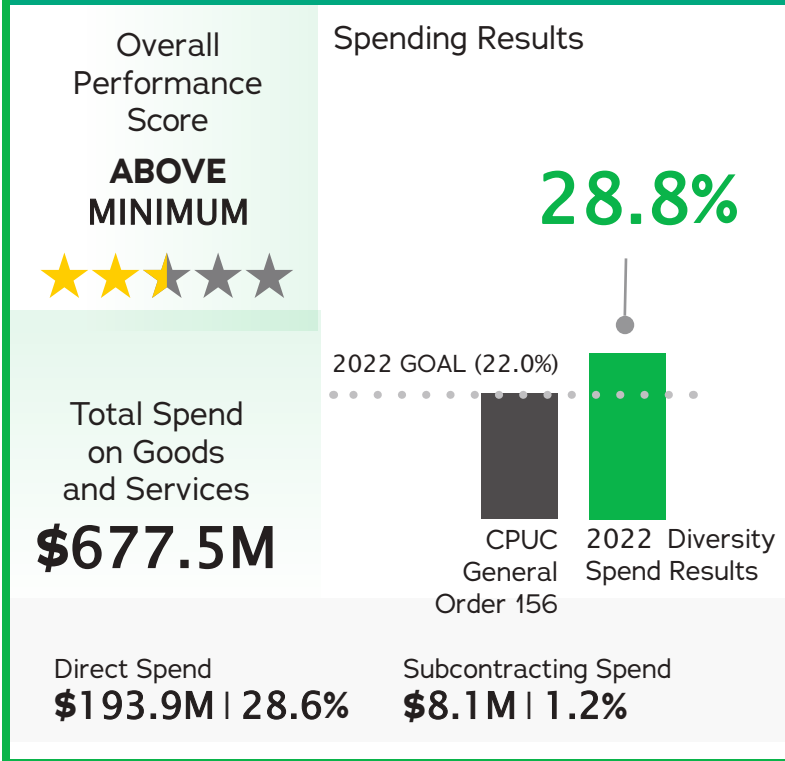
★☆☆☆☆ Below Minimum





FRONTIER COMMUNICATIONS

2022 HIGHLIGHTS



SUMMARY

Frontier Communications achieved an overall total performance score of **“Above Minimum”**, above the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Frontier Communications has a **strong spending** with **Minority Business Enterprise (MBE)**. In 2022, Frontier Communications spent **21% or \$144 million** with MBEs.
- Frontier Communications should **identify more diverse suppliers** in all categories of spend.
- Recommendation for Frontier Communications is to look for more **subcontracting** opportunities by identifying more diverse suppliers.

Total Spend with Diverse Suppliers

\$202.0M

Diverse Suppliers

38



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$143.7 | 21.22%

★★★★★ Below Target

Women Business Enterprise (WBE)

\$55.2 | 8.2%

★★★★★ At Target

Disabled Veterans Business Enterprise (DVBE)

\$2.9 | 0.4%

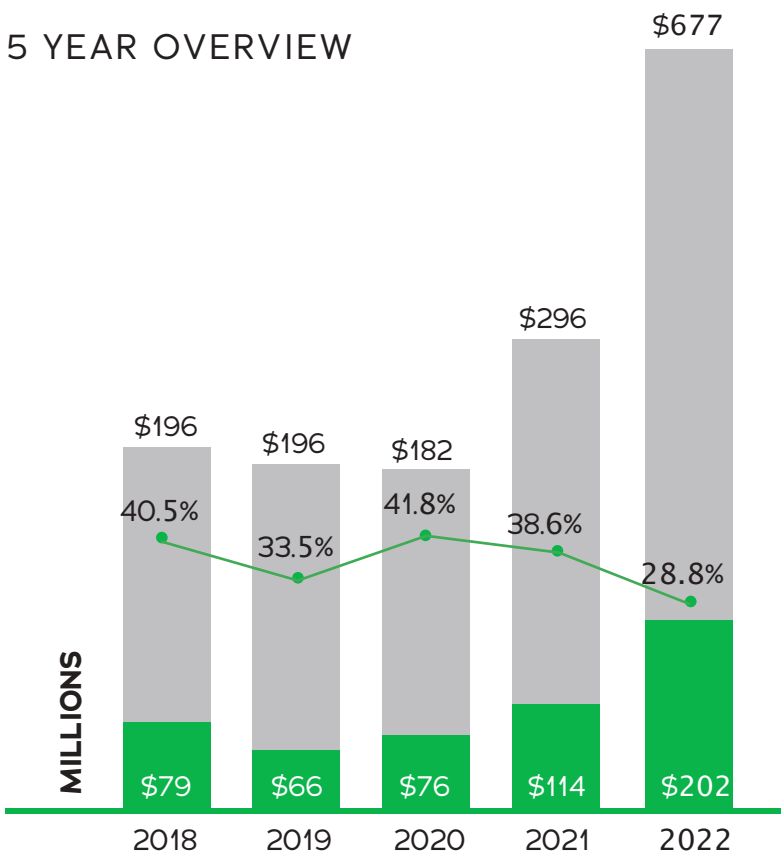
★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$224.4K | 0.03%

★☆☆☆☆ Below Minimum

5 YEAR OVERVIEW



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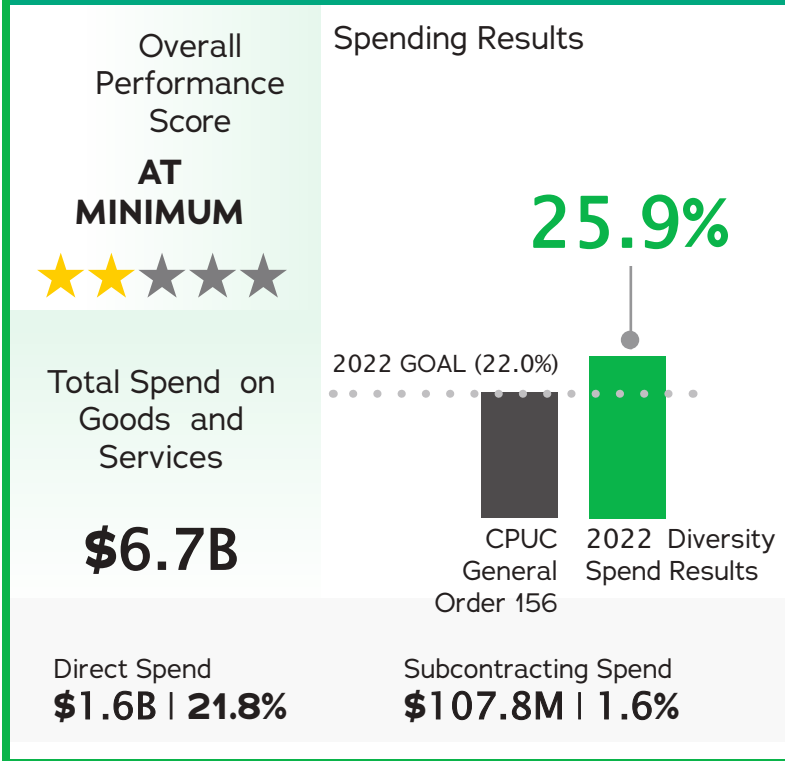


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T-MOBILE

2022 HIGHLIGHTS



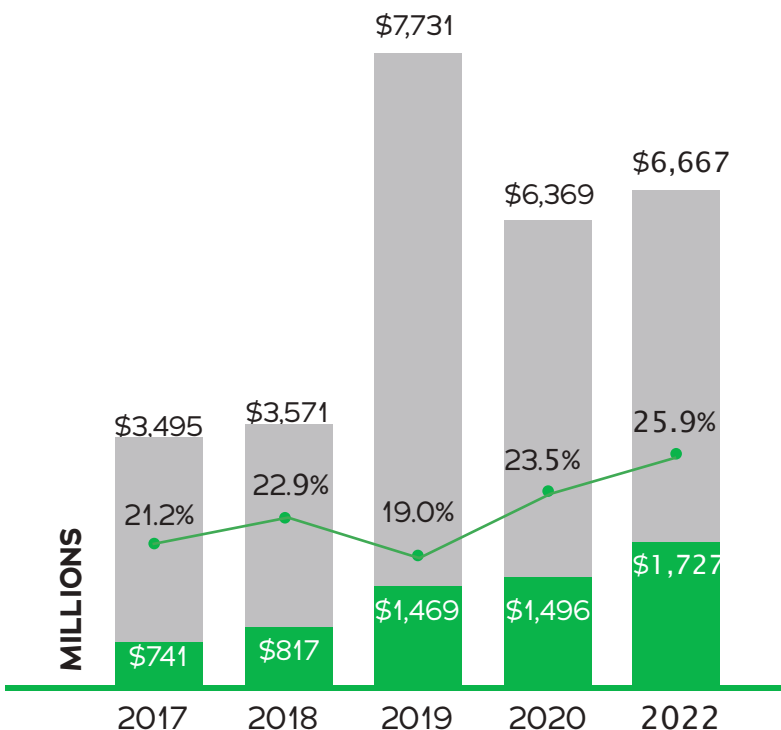
SUMMARY

T-Mobile achieved an overall total performance score of **“At Minimum”**, slightly above the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- T-Mobile **continues to increase** their spend with Minority Business Enterprise (MBE), achieving **18.4%** or **\$1.2billion** above the goal.
- T-Mobile had a slight **increase over** the CPUC’s **target goal of 5%** with Women Business Enterprise (WBE) achieving **7.1%** or **\$472.6 million** with **WBE**.
- Recommendation for T-Mobile is to look for more subcontracting opportunities by identifying more diverse suppliers.

5 YEAR OVERVIEW



Total Spend with Diverse Suppliers

\$1.6B



Diverse Suppliers

124

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$1.2B | 18.4%

★★★★★ Above Minimum

Women Business Enterprise (WBE)

\$472.6M | 7.1%

★★★★★ Below Target

Disabled Veterans Business Enterprise (DVBE)

\$12.1M | 0.2%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$13.1M | 0.2%

★☆☆☆☆ Below Minimum



TRANS BAY CABLE

2022 HIGHLIGHTS

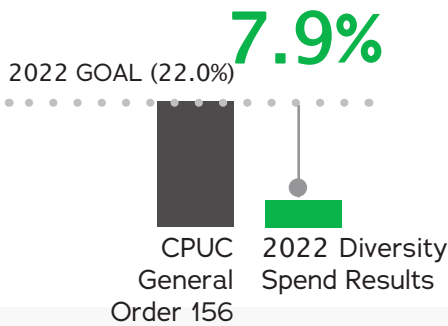
Overall Performance Score

BELOW MINIMUM



Spending Results

Total Spend on Goods and Services
\$20.1M



Direct Spend
\$1.5M | 7.7%

Subcontracting Spend
\$39.7K | 0.2%

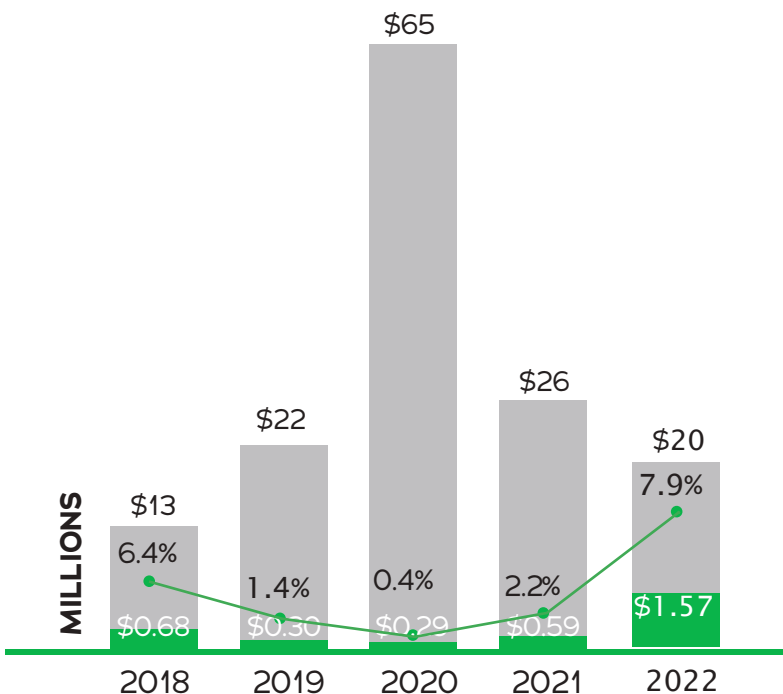
SUMMARY

Trans Bay Cable had an overall total performance score of **“Below Minimum”**, not meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Recommendation for Trans Bay Cable is to **develop** a strong **supplier diversity program** to identify and attract suppliers in all categories of diversity.
- Trans Bay Cable should **identify** more **diverse suppliers** to increase the pool of suppliers within the supply chain.

5 YEAR OVERVIEW



Total Spend with Diverse Suppliers
\$1.6M

Diverse Suppliers
15



CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$1.3M | 6.4%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$67.9K | 0.3%

★☆☆☆☆ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

\$230.5K | 1.2%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$0 | 0%

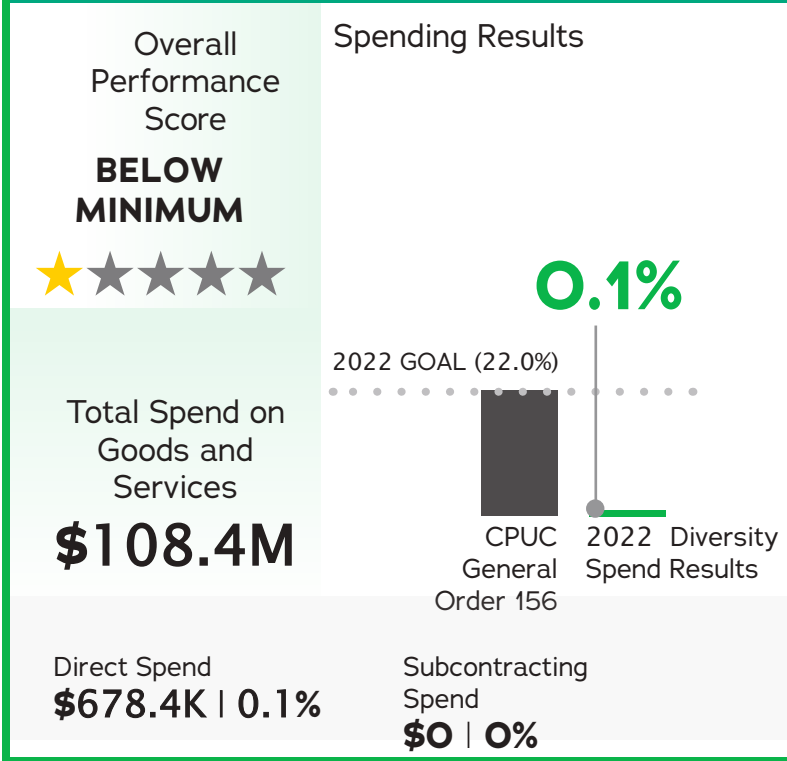
★☆☆☆☆ Below Minimum





U.S. TELEPACIFIC CORPORATION

2022 HIGHLIGHTS



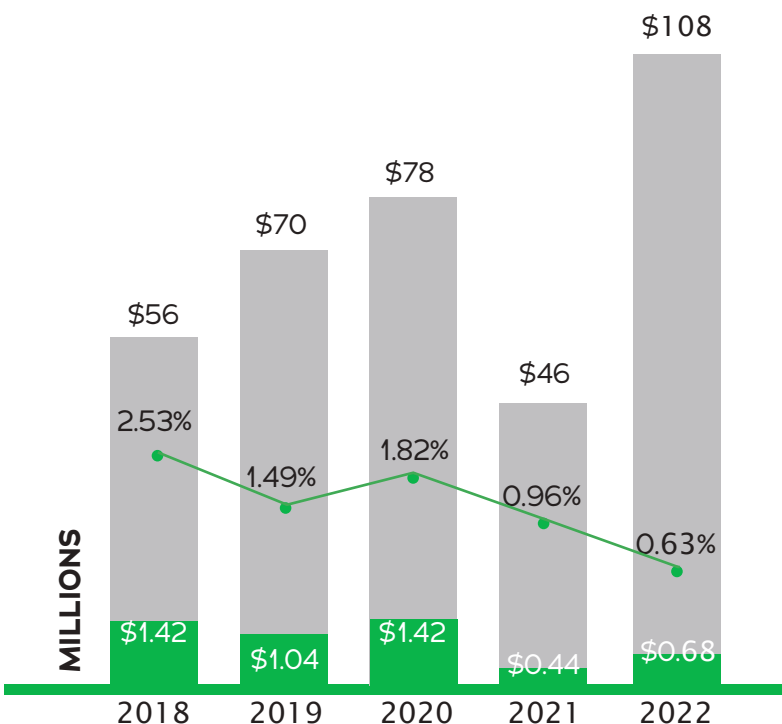
SUMMARY

U.S. TelePacific Corp. had an overall total performance score of **“Below Minimum”**, not meeting the CPUC’s supplier diversity goal.

Best Practices & Lessons Learned

- Recommendation for U.S. TelePacific Corp is to **develop** a strong **supplier diversity program** to identify and attract suppliers in all categories of diversity.
- U.S. TelePacific Corp should identify **more diverse suppliers** to increase the pool of suppliers within the supply chain.

5 YEAR OVERVIEW



Total Spend with Diverse Suppliers

\$678.4K



Diverse Suppliers
116

CATEGORY HIGHLIGHTS

Minority Business Enterprise (MBE)

\$279.1K | 0.3%

★☆☆☆☆ Below Minimum

Women Business Enterprise (WBE)

\$383.0K | 0.4%

★☆☆☆☆ Below Minimum

Disabled Veterans Business Enterprise (DVBE)

\$0 | 0%

★☆☆☆☆ Below Minimum

LGBT Business Enterprise (LGBTBE)

\$16.2K | 0.01%

★☆☆☆☆ Below Minimum



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