



March 15, 2021

VIA ELECTRONIC FILING

Ms. Rachel Peterson
Executive Director
California Public Utilities Commission
505 Van Ness Ave.
San Francisco, CA 94102 - 3214
Rachel.Peterson@cpuc.ca.gov

Dear Executive Director Peterson,

Charter Fiberlink CA-CCO, LLC, Time Warner Cable Information Services (California), LLC and Bright House Networks Information Services (California), LLC (collectively referred to as "Charter") hereby submit the Women, Minority, Disabled Veteran and Lesbian, Gay, Bisexual and Transgender (LGBT) Business Enterprises in Procurement 2020 Report and 2021 Plan in accordance with General Order 156.

Charter's commitment to the fundamental values of diversity and inclusion extends to all aspects of the organization and Charter is committed to fully pursue the goals of General Order 156 (GO 156). As part of this commitment, Charter is working to enhance its supplier diversity program nationally and, in California, submit appropriate GO 156 filings, attend biannual CPUC Expos, participate at multiple levels in the Commission's En Banc hearing, as well as support additional activities sponsored by the CPUC or supplier diversity organizations in California to establish relationships with women-owned, minority-owned, disabled veteran-owned and/or LGBT-owned business enterprises (WMDVLGBTBEs).

Please call me at 310-765-2185 or email Torry.Somers@Charter.com if you have any questions.

Best Regards,

Torry Somers
Vice President, State Regulatory Affairs - West
Charter Communications
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Annual Report

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Annual Plan

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Charter Communications	2020 Report	G.O. #156 Sec. 9.1.1
Description of WMDVLGBTBE Program Activities During the Previous Calendar Year		

Charter prioritizes partnerships and activities that give us the ability to identify, engage and track spend with women-owned, minority-owned, disabled veteran-owned, and/or LGBT-owned business enterprises (WMDVLGBTBEs) for the purposes of progressing our supplier diversity program in California and nationally. Unfortunately, the level of Charter’s planned activities for 2020 were negatively impacted due to unforeseen challenges from COVID-19, associated shelter in place orders and other restrictions.

Internal Activities

- Launched an external webpage on the Charter corporate website to provide a program overview and information for prospective suppliers
- Identified and actively assisted 10 diverse suppliers in becoming certified
- Continued Tier 2 diverse spend reporting and activated 4 additional reporting Prime suppliers
- Implemented a standardized process for General Contractor reporting of project based Tier 2 spend with diverse owned subcontractors
- Supported a new ERP system rollout and designed and implemented new supplier diversity reporting mechanisms
- Provided quarterly diverse spend reporting to the executive for each internal Charter business unit and major operating function
- Provided diverse spend reporting for the annual corporate board of directors meeting
- Held targeted meetings with business unit stakeholders to provide education and information on utilization of diverse suppliers, and identify business opportunities
- Held three External Diversity and Inclusion Council (EDIC) meetings to assist and advise Charter in the development, monitoring and evaluation of all diversity efforts including supplier diversity. Our EDIC is made up of national civic and business leaders and helps us to implement our D&I strategy in an impactful way
- Held three Executive Steering Committee for Diversity and Inclusion meetings to review strategy, goal-setting and implementation of all diversity efforts including supplier diversity. The Executive Steering Committee for Diversity and Inclusion is comprised of our Company’s senior most leaders, including our Chief Executive Officer
- Communicated with Charter leaders at the VP and above levels about our D&I Strategy, inclusive of the Supplier Diversity program, which included information on how best to recommend diverse suppliers. We continue to maintain information on Supplier Diversity on Charter’s D&I intranet pages, including how employees may refer diverse suppliers.
- Partnered with NGLCC leadership for a Charter Inclusion Talk to employees focused on the business importance of supplier diversity.

External Activities

Charter participated in a variety of external events (listed below). Additionally, Charter:

- Continued corporate partnerships and engagement with National Minority Supplier Development Council (NMSDS) and 3 regional affiliate chapters, Women’s Business Enterprise National Council (WBENC) and 2 affiliate chapter, Disability:IN, National Gay and Lesbian Chamber of Commerce (NGLCC) and 1 affiliate chapter, US Pan Asian American Chamber of Commerce (USPAACC), tech:SCALE, and partnered with the Coalition for Veteran Owned Businesses (CVOB)
- Held board seats for Mountain Plains Minority Supplier Diversity Council (MPMSDC), the Denver chapter of the Colorado Gay and Lesbian Chamber of Commerce (COLGBTQCC), the western region chapter of the Women’s Business Enterprise National Council (WBEC-West), the Southern California Minority Supplier Diversity Council (SCMSDC), Cal Asian Chamber of Commerce, National Diversity Coalition, and the Orange County Asian Business Association.
- Received “Top 35 Corporation Stars” recognition from USPAACC
- Funded a scholarship for a diverse business owner to the Tuck Executive Education program at Dartmouth College
- Co-chaired the 10th Annual California Cable Supplier Diversity Symposium to inform and connect prospective suppliers
- Participated in the CPUC Joint Utilities Council through quarterly meetings and special interest workshops and planning sessions
- Maintained externally-facing internet pages on Supplier Diversity at Charter, including a contact form for diverse suppliers to connect with the Company
- Members of Charter’s Supplier Diversity and Strategic Sourcing teams attended the following events in 2020:

Host	Event	Date	Location
MPMSDC	Annual Meeting/ Luncheon	Mar 6	Denver, CO
CVOB	Veteran EDGE Conference	Mar 5 - 8	Dallas, TX
North Texas LGBTCC	Texas Diversity, Equity & Inclusion Conference	June 17	Virtual
CPUC	LGBT Economic Summit	July 29	Virtual
CPUC	LGBT Roundtable Discussion	Sep 10	Virtual
CPUC	Annual En Banc with Commissioners	Sep 29	Virtual
NMSDC	National Conference & Business Fair	Oct 26 - 28	Virtual
CA MSO	California Cable Symposium (10th Annual)	Nov 12	Virtual
CPUC	Community Outreach (Fall)	Dec 1-2	Virtual
NAAC / NDC	Economic Development Conference	Nov 6	Virtual
USPAACC	35 th Anniversary Jade Jubilee Tribute Dinner	Dec 8	Virtual
MPMSDC	Business Opportunity Exchange	Oct 21	Virtual
MPMSDC	Business Alliance Forum	Nov 19	Virtual
SCMSDC	Business Opportunity Fair	Oct 26-29	Virtual
SCMSDC	Leadership Excellence Awards Dinner Gala	Nov 19	Virtual
WBEC-West	WBEC West Procurement Conference	Dec 7-9	Virtual

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.2
WMDVLGBTBE Annual Results by Ethnicity		

		2020 Report				
		Direct	Sub	Total \$	%	
1	Minority Male	Asian Pacific American	\$28,744,610	\$0	\$28,744,610	4.28%
2		African American	\$3,530,471	\$0	\$3,530,471	0.53%
3		Hispanic American	\$13,824,246	\$121,231	\$13,945,477	2.07%
4		Native American	\$0	\$0	\$0	0.00%
5		Total Minority Male	\$46,099,327	\$121,231	\$46,220,558	6.88%
6	Minority Female	Asian Pacific American	\$33,392	\$0	\$33,392	0.00%
7		African American	\$0	\$0	\$0	0.00%
8		Hispanic American	\$10,330,590	\$0	\$10,330,590	1.54%
9		Native American	\$0	\$0	\$0	0.00%
10		Total Minority Female	\$10,363,982	\$0	\$10,363,982	1.54%
11	Total Minority Business Enterprise (MBE)		\$56,463,309	\$121,231	\$56,584,540	8.42%
12	Women Business Enterprise (WBE)		\$23,000,162	\$0	\$23,000,162	3.42%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$4,008	\$0	\$4,008	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		\$0	\$0	\$0	0.00%
15	Other 8(a)*		\$0	\$0	\$0	0.00%
16	TOTAL WMDVLGBTBE		\$79,467,479	\$121,231	\$79,588,710	11.84%
17	Net Procurement**		\$672,136,855			

NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE
 ** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS.
 Direct - DIRECT PROCUREMENT
 Sub - SUBCONTRACTOR PROCUREMENT
 %- PERCENTAGE OF NET PROCUREMENT

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.2
WMDVLGBTBE Direct Procurement by Product and Service Categories		

			Products		Services		Total		
			\$	%	\$	%	\$	%	
1	Minority Male	Asian Pacific American	Direct	\$221,067	0.03%	\$28,523,543	4.24%	\$28,744,610	4.28%
2		African American	Direct	\$3,265,552	0.49%	\$264,919	0.04%	\$3,530,471	0.53%
3		Hispanic American	Direct	\$519,995	0.08%	\$13,304,251	1.98%	\$13,824,246	2.06%
4		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
5		Total Minority Male	Direct	\$4,006,614	0.60%	\$42,092,713	6.26%	\$46,099,327	6.86%
6	Minority Female	Asian Pacific American	Direct	\$0	0.00%	\$33,392	0.00%	\$33,392	0.00%
7		African American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
8		Hispanic American	Direct	\$0	0.00%	\$10,330,590	1.54%	\$10,330,590	1.54%
9		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Direct	\$0	0.00%	\$10,363,982	1.54%	\$10,363,982	1.54%

11	Total Minority Business Enterprise (MBE)	Direct	\$4,006,614	0.60%	\$52,456,695	7.80%	\$56,463,309	8.40%
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12	Women Business Enterprise (WBE)	Direct	\$335,196	0.05%	\$22,664,966	3.37%	\$23,000,162	3.42%
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13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Direct	\$0	0.00%	\$4,008	0.00%	\$4,008	0.00%
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14	Disabled Veteran Business Enterprise (DVBE)	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
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15	Other 8(a)*	Direct	\$0	0.00%	\$0	0.00%	\$0	0.00%
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16	TOTAL WMDVLGBTBE	Direct	\$4,341,810	0.65%	\$75,125,669	11.18%	\$79,467,479	11.82%
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17	Total Product Procurement	\$4,341,810
18	Total Service Procurement	\$75,125,669

19	Net Procurement**	\$672,136,855
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20	Total Number of WMDVLGBTBEs that Received Direct Spend	53
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NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE
 ** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS.
 Direct - DIRECT PROCUREMENT
 Sub - SUBCONTRACTOR PROCUREMENT
 % - PERCENTAGE OF NET PROCUREMENT

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.2
WMDVLGBTBE Subcontractor Procurement by Product and Service Categories		

				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Sub	\$0	0.000%	\$0	0.00%	\$0	0.00%
2		African American	Sub	\$0	0.000%	\$0	0.00%	\$0	0.000000%
3		Hispanic American	Sub	\$3,713	0.001%	\$117,518	0.02%	\$121,231	0.02%
4		Native American	Sub	\$0	0.000%	\$0	0.00%	\$0	0.000000%
5		Total Minority Male	Sub	\$3,713	0.001%	\$117,518	0.02%	\$121,231	0.01804%
6	Minority Female	Asian Pacific American	Sub	\$0	0.00%	\$0	0.000000%	\$0	0.000000%
7		African American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
8		Hispanic American	Sub	\$0	0.00%	\$0	0.0000%	\$0	0.0000%
9		Native American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
10		Total Minority Female	Sub	\$0	0.00%	\$0	0.0000%	\$0	0.0000%
11	Total Minority Business Enterprise (MBE)		Sub	\$3,713	0.00055%	\$117,518	0.0175%	\$121,231	0.0180%
12	Women Business Enterprise (WBE)		Sub	\$0	0.0000%	\$0	0.0000%	\$0	0.0000%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
15	Other 8(a)*		Sub	\$0	0.00%	\$0	0.00%	\$0	0.00%
16	TOTAL WMDVLGBTBE		Sub	\$3,713	0.0006%	\$117,518	0.0175%	\$121,231	0.018%

17	Total Product Procurement	\$3,713
18	Total Service Procurement	\$117,518

19	Net Procurement**	\$672,136,855
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NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE
 ** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS.
 Direct - DIRECT PROCUREMENT
 Sub - SUBCONTRACTOR PROCUREMENT
 %- PERCENTAGE OF NET PROCUREMENT

SIC Category	Asian Pacific American		African American		Hispanic American		Native American		Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	Other 8(a)**	Total WMDVLGBTBE	Total Dollars
	Male	Female	Male	Female	Male	Female	Male	Female							
15 - Building Cnstrctn - General Contractors & Operative Builders	\$ 0	\$ 0	\$60,186	\$ 0	\$126,700	\$ 0	\$ 0	\$ 0	\$186,886	\$10,950	\$ 0	\$ 0	\$ 0	\$197,836	\$25,734,220
%	0.00%	0.00%	0.01%	0.00%	0.02%	0.00%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	0.03%	3.83%
16 - Heavy Cnstrctn, Except Building Construction - Contractors	\$ 10,466,951	\$ 0	\$ 0	\$ 0	\$10,142,732	\$8,121,550	\$ 0	\$ 0	\$28,731,233	\$2,745,130	\$ 0	\$ 0	\$ 0	\$31,476,363	\$168,905,931
%	1.56%	0.00%	0.00%	0.00%	1.51%	1.21%	0.00%	0.00%	4.27%	0.41%	0.00%	0.00%	0.00%	4.68%	25.13%
17 - Construction - Special Trade Contractors	\$ 17,772,691	\$ 0	\$1,229	\$ 0	\$2,124,323	\$2,200,839	\$ 0	\$ 0	\$22,099,082	\$3,049,699	\$ 0	\$ 0	\$ 0	\$25,148,781	\$92,304,117
%	2.64%	0.00%	0.00%	0.00%	0.32%	0.33%	0.00%	0.00%	3.29%	0.45%	0.00%	0.00%	0.00%	3.74%	13.73%
25 - Furniture and Fixtures	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$33,000	\$ 0	\$ 0	\$ 0	\$33,000	\$4,457,520
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.66%
33 - Primary Metal Industries	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
35 - Industrial and Commercial Machinery and Computer Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$658,143
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
36 - Electronic, Elctrcl Eqpmnt & Cmpnts, Except Computer Eqpmnt	\$ 825	\$ 0	\$3,265,552	\$ 0	\$500,195	\$ 0	\$ 0	\$ 0	\$3,766,572	\$221,710	\$ 0	\$ 0	\$ 0	\$3,988,282	\$72,968,050
%	0.00%	0.00%	0.49%	0.00%	0.07%	0.00%	0.00%	0.00%	0.56%	0.03%	0.00%	0.00%	0.00%	0.59%	10.86%
38 - Mesr/Anlyz/Cntrl Instrmnts; Photo/Med/Opt Gds; Watches/Clocks	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$187,930
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
50 - Wholesale Trade - Durable Goods	\$ 220,242	\$ 0	\$ 0	\$ 0	\$19,800	\$ 0	\$ 0	\$ 0	\$240,042	\$9,821	\$ 0	\$ 0	\$ 0	\$249,863	\$66,898,718
%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%	0.00%	0.00%	0.00%	0.00%	0.04%	9.95%
51 - Wholesale Trade - Nondurable Goods	\$ 0	\$ 0	\$ 0	\$ 0	\$3,713	\$ 0	\$ 0	\$ 0	\$3,713	\$70,142	\$ 0	\$ 0	\$ 0	\$73,855	\$1,289,170
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%	0.01%	0.19%
65 - Real Estate	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$46,380,917
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.90%
73 - Business Services	\$ 263,934	\$22,371	\$203,504	\$ 0	\$899,648	\$8,201	\$ 0	\$ 0	\$1,397,658	\$733,475	\$ 0	\$ 0	\$ 0	\$2,131,133	\$36,713,116
%	0.04%	0.00%	0.03%	0.00%	0.13%	0.00%	0.00%	0.00%	0.21%	0.11%	0.00%	0.00%	0.00%	0.32%	5.46%
87 - Engineering, Accounting, Research, Management & Related Svcs	\$ 0	\$ 0	\$ 0	\$ 0	\$985	\$ 0	\$ 0	\$ 0	\$985	\$ 0	\$ 0	\$ 0	\$ 0	\$985	-\$320,353
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-0.05%
All Other SIC Codes	\$ 19,967	\$11,021	\$ 0	\$ 0	\$127,381	\$ 0	\$ 0	\$ 0	\$158,369	\$16,126,235	\$4,008	\$ 0	\$ 0	\$16,288,612	\$155,959,376
%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%	0.00%	0.00%	0.02%	2.40%	0.00%	0.00%	0.00%	2.42%	23.20%
TOTAL	\$ 28,744,610	\$33,392	\$3,530,471	\$ 0	\$13,945,477	\$10,330,590	\$ 0	\$ 0	\$56,584,540	\$23,000,162	\$4,008	\$ 0	\$ 0	\$79,588,710	\$672,136,855
%	4.28%	0.00%	0.53%	0.00%	2.07%	1.54%	0.00%	0.00%	8.42%	3.42%	0.00%	0.00%	0.00%	11.84%	

Total Product Procurement	\$4,345,523
Total Service Procurement	\$75,243,187
Net Procurement***	\$672,136,855

NOTE: FIRMS WITH MULTI MINORITY OWNERSHIP STATUS
 ** FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE
 *** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS.
 TOTAL DOLLARS - TOTAL PROCUREMENT DOLLAR AMOUNT IN THE SPECIFIC SIC CATEGORY
 % - PERCENTAGE OF TOTAL DOLLARS
 PRODUCT CODES: 25,36,50,51
 SERVICE CODES: 7,15,16,17,27,49,73,87

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.2
Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse		

Data on Number of Suppliers						
Revenue Reported to CHS						
# WMDVLGBTBEs	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	4	4	1	0	0	9
Under \$5 million	7	6	0	0	0	13
Under \$10 million	6	3	0	0	0	9
Above \$10 million	8	14	0	0	0	22
TOTAL	25	27	1	0	0	53

Revenue and Payment Data						
Revenue Reported to CHS						
WMDVLGBTBE \$M	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	\$1,239,407	\$295,371	\$0	\$0	\$0	\$1,534,778
Under \$5 million	\$22,393,727	\$15,506,244	\$0	\$0	\$0	\$37,899,971
Under \$10 million	\$42,496,759	\$25,488,440	\$0	\$0	\$0	\$67,985,199
Above \$10 million	\$949,289,277	\$3,776,649,483	\$0	\$0	\$0	\$4,725,938,760
TOTAL	\$1,015,419,170	\$3,817,939,538	\$0	\$0	\$0	\$4,833,358,707

NOTE: * FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE

CHS: SUPPLIER CLEARINGHOUSE

This includes 2 WMDVLGBTBE suppliers reporting \$0 in revenue and 1 supplier without revenue data present

This does not include 3 WMDVLGBTBE suppliers at the Sub (Tier 2) level

Charter manually corrected revenue range data for WMDVLGBTBE suppliers where the revenue reported and revenue range selected showed discrepancies.

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.2
Description of Number of WMDVLGBTBE Suppliers with California Majority Workforce		

Charter reports 35 out of 53 Tier I WMDVLGBTBEs have a workforce headquartered in California.

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.3
WMDVLGBTBE Program Expenses		

The Charter Supplier Diversity program is supported and managed by all sourcing team members within Procurement. Wages and travel expenses represents a percentage of time spent for all Strategic Sourcing team members as well as all staff fully dedicated to supporting Supplier Diversity. Program expenses include dues, subscriptions and sponsorships to organizations. Reporting expenses include the cost of supplier diversity technology solutions.

Expense Category	Year (Actual)
Wages	\$584,258
Travel Expenses	\$3,359
Program Expenses	\$343,472
Reporting Expenses	\$20,000
Other	\$0
TOTAL	\$951,089

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.4
Description of Progress in Meeting or Exceeding Set Goals		

Charter’s WMDVLGBTBE spend with CPUC certified suppliers supporting California operations was 11.84% for fiscal year 2020, a decrease from 13.86% in 2019.

The COVID-19 pandemic resulted in unprecedented spikes in broadband data consumption. Broadband networks in the United States were able to quickly respond to traffic spikes and geographic dispersion of customers triggered by the COVID-19 pandemic, without missing a beat.¹ In order to keep up with this demand, and allow people to continue to work and attend school remotely, Charter made significant investments in our network in 2020 to increase our network capacity and speed, in support of greater utilization of broadband services in California, adding to the Net Procurement Spend reported.

Due to COVID-19, however the increased number of customers choosing to utilize self-installation kits vs. the traditional approach of professional installation services, contributed to a reduction in diverse spend. Over 1 million self-installation kits were deployed in the Western region in 2020. In addition to the reduced need for professional installation providers, diverse professional installation and construction suppliers were challenged with retaining and hiring labor necessary to support Charter projects. In this area of skilled labor, the California suppliers also experienced a reduced labor force due to the pandemic, especially for the roles associated with required customer interaction.

Despite these challenges, Charter partially offset the reductions by spending \$9 M more with 15 existing diverse suppliers. In addition, we qualified 14 new WMDVLGBTBE suppliers resulting in \$2 M in incremental diverse spend.

With the continued push to assist in the certification of eligible diverse suppliers, to increase utilization of diverse subcontractors, as well as to move non-diverse spend to diverse suppliers, Charter is working towards a long term goal of 20.30% diverse spend in California.

¹ *COVID-19: How Cable’s Internet Networks Are Performing*, NCTA, <https://www.ncta.com/COVIDdashboard> (last visited Oct. 9, 2020).

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.4
WMDVLGBTBE Results and Goals		

Category	2020 Results	2020 Goals
Minority Business Enterprise (MBE)	8.42%	11.72%
Women Business Enterprise (WBE)	3.42%	3.32%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0%	0.01%
Disabled Veteran Business (DVBE)	0.00%	0%
TOTAL	11.84%	15.05%

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.5
Description of Prime Contractor Utilization of WMDVLGBTBE Subcontractors		

In 2020, Charter standardized a process for more widespread reporting of Tier 2 diverse spend from general contractors supporting project based work. Through the requests for reporting we reinforce the importance of utilizing diverse owned businesses, which we also support through efforts to assist in matching subcontractors to prime suppliers.

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.5
Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors		

	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	Other 8(a)*	TOTAL WMDVLGBTBE
Direct \$	\$46,099,327	\$10,363,982	\$56,463,309	\$23,000,162	\$4,008	\$0	\$0	\$79,467,479
Subcontracting \$	\$121,231	\$0	\$121,231	\$0	\$0	\$0	\$0	\$121,231
Total \$	\$46,220,558	\$10,363,982	\$56,584,540	\$23,000,162	\$4,008	\$0	\$0	\$79,588,710

Direct %	7%	2%	8%	3%	0%	0%	0%	12%
Subcontracting %	0%	0%	0%	0%	0%	0%	0%	0%
Total %	6.88%	1.542%	8.42%	3.42%	0.00%	0.00%	0.00%	11.84%

Net Procurement**	\$672,136,855
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NOTE: *FIRMS CLASSIFIED AS 8(a) OF SMALL BUSINESS ADMINISTRATION INCLUDES NON-WMDVLGBTBE

** NET PROCUREMENT INCLUDES PURCHASE ORDER, NON-PURCHASE ORDER, AND CREDIT CARD DOLLARS.

% - PERCENTAGE OF NET PROCUREMENT

Direct - DIRECT PROCUREMENT

Sub - SUBCONTRACTOR PROCUREMENT

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.6
A list of WMDVLGBTBE Complaints Received and Current Status		

Charter Communications did not receive any formal complaints in 2020.

Charter Communications	2020 Report	G.O. #156 Sec. 9.1.7
Description of Efforts to Recruit WMDVLGBTBE Supplier in Low Utilization Categories		

Charter commits to expand its utilization of WMDVLGBTBE law firms, advertising agencies, and to grow the diversity of its banking and other financial services partners with WMDVLGBTBE investment firms, investment banks, and asset managers.

Legal

- In late 2020 Charter began asking all law firms to provide timekeepers diversity information with plans to report on available data in 2021
- Continued regular streams of work with 5 WMDVLGBTBE law firms or legal vendors that Charter has worked with for many years
- Supported the Asian American Bar Association of New York (AABANY), including 10 attorneys in attendance at its annual fundraising dinner
- Charter will maintain support of AABANY in 2021

Sales & Marketing

- Participated in matchmakers at WBENC, NMSDC, Connecticut Supplier Connection, CPUC and California MSO Cable conferences with diverse suppliers that provide marketing products and services
- Included diverse suppliers for competitive bids for Digital Marketing, Event Marketing, Direct Mail/Print, Advertising Agencies and Promotional Marketing
- Utilized 35 diverse suppliers who provide services in the areas of Media Agency, Direct Mail/Print, Promotional Marketing and Market Research
- Supported the certification of diverse owned business providing advertising, media planning and buying services

Finance

The Charter Corporate Finance & Financial Services teams are committed to working and maintaining relationships with Women, Minority, and Disabled Veteran Business Enterprise (WMDVBE) investment banking firms and asset managers. Charter regularly meets with WMDVBE firms to ensure we remain current on their capabilities as we explore opportunities to work together.

- In 2020, Charter partnered with 11 different WMDVBE investment banking firms for the execution of our bond financing activity: Academy Securities (service disabled veteran owned), Bancroft Capital (service disabled veteran owned), Blaylock Van, LLC (minority owned), Cabrera Capital (minority owned), Castle Oak Securities (minority owned), Loop Capital (minority owned), MFR Securities (women owned), Multi-Bank Securities (service disabled veteran owned), R. Seelaus & Co. (woman owned), Samuel A. Ramirez & Co. (minority owned), and Siebert Williams Shank (minority owned).
- Charter spent \$4.6 M in bond underwriting fees with these WMDVBE investment banking firms in 2020, an increase of 117% compared to 2019

- For each of its bond financings, Charter selects a small number of WMDVBE banks to participate. Charter intends to continue this going forward and to seek out additional ways to work with such banks.
- Drexel Hamilton (service disabled veterans owned) and Bancroft Capital (service disabled veterans owned) managed an average balance of approx. \$280 M of cash invested in various funds throughout 2020.
- Charter has engaged minority owned investment banks to perform underwriting and due diligence services related to the \$18 M Spectrum Community Investment Loan Fund. We are currently engaged with Cabrera Capital (minority owned), CastleOak Securities (minority owned) and Siebert Williams Shank (minority owned) on investments in small businesses in underserved communities. Our Spectrum Community Investment Loan Fund also committed to invest \$1 M in the National Asian American Coalition (NAAC) Community Development Financial Institution (CDF) to provide low-interest loans to small businesses in underserved California communities.

Charter Communications	2021 Plan	G.O. #156 Sec. 10.1.1
WMDVLGBTBE Annual Short-, Mid-, and Long-Term Goals by Product and Service Category		

	Short-Term					Mid-Term					Long-Term				
	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	WMDVLGBTBE	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	WMDVLGBTBE	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veterans Business Enterprise (DVBE)	WMDVLGBTBE
Products															
Finished Products/Misc. Goods (23,25,27,50,51)	0.29%	0.05%	0.00%	0.00%	0.34%	0.71%	0.11%	0.00%	0.00%	0.83%	1.30%	0.20%	0.00%	0.00%	1.50%
Technical Equipment/Analysis Instruments (36)	0.97%	0.21%	0.00%	0.00%	1.17%	1.61%	0.50%	0.00%	0.00%	2.10%	2.60%	0.90%	0.00%	0.00%	3.50%
Subtotal	1.26%	0.26%	0.00%	0.00%	1.52%	2.32%	0.61%	0.00%	0.00%	2.93%	3.90%	1.10%	0.00%	0.00%	5.00%
Services															
Professional Services (7,35,49,56,73,75,78)	0.21%	2.17%	0.03%	0.00%	2.40%	0.19%	1.33%	0.07%	0.00%	1.59%	0.20%	0.80%	0.13%	0.00%	1.13%
Raw Materials/Construction/Industrial Services (15, 16, 17)	8.53%	1.07%	0.00%	0.00%	9.60%	9.36%	1.34%	0.00%	0.00%	10.70%	12.27%	1.90%	0.00%	0.00%	14.17%
Subtotal	8.74%	3.24%	0.03%	0.00%	12.00%	9.54%	2.67%	0.07%	0.00%	12.29%	12.47%	2.70%	0.13%	0.00%	15.30%
TOTAL	9.99%	3.50%	0.03%	0.00%	13.52%	11.86%	3.28%	0.07%	0.00%	15.22%	16.37%	3.80%	0.13%	0.00%	20.30%

NOTE: GOALS DESIGNATED FOR LGBTBE AND DVBE FIRMS ARE REFLECTIVE OF A LOW VOLUME SUPPLIER CLEARINGHOUSE CERTIFIED FIRMS PROVIDING RELEVANT PRODUCTS OR SERVICES TO SUPPORT CHARTER'S BUSINESS NEEDS. CHARTER WILL CONTINUE TO SEEK OUT AND ENCOURAGE QUALIFIED SUPPLIERS IN THE RELEVANT INDUSTRIES TO BECOME REGISTERED WITH THE SUPPLIER CLEARINGHOUSE.

Charter Communications	2021 Plan	G.O. #156 Sec. 10.1.2
Description of WMDVLGBTBE Planned Program Activities for the Next Calendar Year		

Charter will build upon the internal capabilities and focus on efficiently and effectively identifying, engaging and tracking spend with women-owned, minority-owned, disabled veteran-owned, and/or LGBT-owned business enterprises (WMDVLGBTBEs). Charter will continue to build strategic relationships and increase engagement with external organizations to develop the program nationally and in California.

Internal Activities

- Train and deploy Charter’s internal Business Resource Group Ambassadors to further drive engagement between Charter business units, external organizations and qualified suppliers
- Complete bi-annual evaluations of diverse suppliers by a third party diverse supplier certification tracking service
- Hold bi-annual meetings of the External Diversity and Inclusion Council (EDIC) to assist and advise Charter in the development, monitoring and evaluation of all diversity efforts including supplier diversity. The EDIC is comprised of national civic and business leaders and helps us implement our D&I strategy in an impactful way.
- Continue regular meetings of the Executive Steering Committee for Diversity and Inclusion to review strategy, goal-setting and implementation of all diversity efforts including supplier diversity. The Executive Steering Committee for Diversity and Inclusion is comprised of Charter’s Chief Executive Officer and leaders from all business units
- Provide diverse spend information annually to the Compensation and Benefits Committee of the Board of Directors.
- Identify existing suppliers that are diverse eligible and actively support the certification process
- Provide quarterly diverse spend reporting to the executive for each business unit and work with business unit stakeholders to proactively identify opportunities for diverse supplier utilization
- Provide resources to sourcing managers within the Strategic Procurement team and stakeholders across the business units to aid increased identification and utilization of diverse suppliers
- Expand participation in the Tier 2 reporting program to additional prime suppliers and general contractors in order to receive reported diverse spend and broaden the reach of diversity initiatives. Conduct analysis on reported Tier 2 diverse spend to find opportunities for increasing diverse spend with subcontractors
- Continue to expand and deepen internal communications to our employees on the business value of Diversity & Inclusion, including supplier diversity.

External Activities

Charter will participate in a variety of external events (listed below). Additionally, Charter will:

- Maintain board seats with Mountain Plains Minority Supplier Diversity Council (MPMSDC), the Denver chapter of the Colorado Gay and Lesbian Chamber of Commerce (COLGBTQCC), the western region chapter of the Women’s Business Enterprise National Council (WBEC-West), the Southern California Minority Supplier Diversity Council (SCMSDC), Cal Asian Chamber of Commerce, National Diversity Coalition, and the Orange County Asian Business Association.

- Leverage our board seats to increase our access to diverse supplier networks and improve our strategic partnerships with regional diversity councils and chambers operating within Charter’s footprint.
- Fund scholarships for diverse suppliers independently and through Charter’s tech:SCALE membership for technical assistance and supplier development programs for diverse business owners at Tuck Executive Education at Dartmouth, Stanford Latino Entrepreneur Leaders Program, and Northwestern Advanced Management Education Program.
- Engage additional diverse business councils and chambers nationally and within California in order to gain access to a wider base of diverse owned businesses.
- Members of Charter’s Supplier Diversity and Strategic Sourcing teams will attend the following events in 2021:

Host	Event	Date	Location
SCMSDC	Annual Town Hall	Jan 22	Virtual
SCMSDC	Corporate Roundtable	Feb 10	Virtual
MPMSDC	Annual Meeting/Town Hall	Mar 4	Virtual
tech:SCALE	Live Virtual Summit	April 15	Virtual
SCMSDC	B3 Conference + Expo. Business Matchmaking	Apr 8	Virtual
CPUC	Community Outreach (Spring)	Apr 28	Virtual
NMSDC	Leadership Week and Awards	May 10-13	TBD
Disability:IN	Annual Conference & Expo	July 12-15	TBD
NMSDC	Program Manager’s Seminar	July 19-30	TBD
NGLCC	International Business & Leadership Conference	Aug 8-13	Fort Lauderdale, FL
CPUC	Annual GO-156 En Banc with Commissioners	Oct 14	San Diego, California
SCMSDC	Leadership Excellence Awards Dinner Gala	Nov 4	TBD
CPUC	Annual GO-156 En Banc with Commissioners	Oct 14	San Diego, California
NMSDC	National Conference & Business Fair	Oct 25-28	Miami, FL
WBENC	National Conference & Business Fair	Various	Virtual
WBENC	Women’s History Month Events	Various	Virtual
CA MSO	California Cable Symposium	TBD	TBD
CPUC	Community Outreach (Fall)	TBD	TBD
MPMSDC	Business Alliance Forum	TBD	TBD
MPMSDC	Business Opportunity Exchange	TBD	TBD
NBIC	Best of the Best Summit	TBD	TBD
NGLCC	National Dinner & LGBT Biz Week	TBD	TBD
SCMSDC	Minority Business Opportunity Day	TBD	TBD
USHCC	National Convention	TBD	TBD
USPAACC	CelebrAsian Procurement Conference	TBD	TBD
WBEC - West	WBEC West Procurement Conference	TBD	TBD

Charter Communications	2021 Plan	G.O. #156 Sec. 10.1.3
Plans for Recruiting WMDVLGBTBE Suppliers in Low Utilization Areas		

Charter remains committed to the efforts mentioned in 9.1.7 to identify and utilize WMDVLGBTBE law firms, advertising agencies, and grow the diversity of its banking and other financial services partners by expanding relationships with WMDVLGBTBE investment firms, investment banks, and asset managers.

Charter	2021 Plan	G.O. #156 Sec. 10.1.4
Plans for Recruiting WMDVLGBTBE Suppliers Where Unavailable		

Charter continues to focus efforts in the near term on products and services with availability of diverse suppliers as the most efficient and effective steps towards increasing diverse opportunity and spend. Charter will leverage the existing database of The Supplier Clearinghouse as well as benchmarking with peer companies to identify product and service categories with the greatest availability and opportunities for diverse procurement. Additionally, where an existing or potential diverse supplier is identified, Charter will encourage them to become certified by The Supplier Clearinghouse.

Charter	2021 Plan	G.O. #156 Sec. 10.1.5
Plans for Encouraging Prime Contractors to Subcontract WMDVLGBTBE Suppliers		

Charter will facilitate connections between existing prime suppliers and qualified diverse subcontractors to increase the utilization of diverse owned businesses. With the continued application of Tier 2 legal language within additional standard contract templates, Charter will continue to grow and develop the Tier 2 reporting program for prime suppliers and general contractors. Additionally, where an existing or potential diverse subcontractor is identified, Charter will encourage them to become certified by The Supplier Clearinghouse.

Charter	2021 Plan	G.O. #156 Sec. 10.1.6
Plans for Complying with WMDVLGBTBE Program Guidelines		

Charter will continue submitting an annual General Order 156 Report and Plan. Charter is committed to fully pursue the goals of General Order 156 and will continue to use the formatted templates established by the CPUC Joint Utilities for the submissions. Charter will continue active participation in the CPUC Joint Utilities group and support the related CPUC supplier diversity initiatives.