



SAN JOSE WATER

Utility Supplier Diversity Report

TO THE

California Public Utilities Commission

(U-168-W)

**Women, Minority, Disabled Veteran, and
Lesbian, Gay, Bisexual, and Transgendered
Business Enterprise Procurement**

2021 Supplier Diversity Report

AND

2022 Annual Plan

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In response to CPUC General Order 156



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LETTER FROM OUR CHIEF EXECUTIVE OFFICER



For San Jose Water (SJW), 2021 can be summed up in one word — resilience. Despite the many challenges of this year – including an historic drought and continued pandemic, our mission has never been more clear: To deliver high-quality, reliable water service to the communities we serve. We are more resolute than ever to be a trusted partner and force for good when serving our customers.

A critical piece of this is our commitment to supplier diversity, an area which demonstrated significant progress in 2021. I am pleased to submit the SJW 2021 Supplier Diversity Report and 2022 Annual Plan (2021 Report/2022 Plan), to the California Public Utilities Commission (CPUC).

Supplier diversity continues to be a Key Performance Indicator (KPI) for SJW. Our National Diversity, Equity & Inclusion Council (Diversity Council) has positively impacted our workforce by focusing on unconscious bias training and increasing diverse workforce recruitment. As part of our corporate strategy, the company is expanding its focus on Environmental, Social and Governance (ESG) issues. Included in this strategy is reduced carbon emissions, fostering environmental stewardship and supporting supplier responsibility.

I am happy to report that SJW's supplier diversity results have grown significantly in 2021, not only as a percentage of total diverse spend, but in nearly all sub-categories tracked on an annual basis.


In 2021, SJW was responsible for \$40.5M of diverse spend, representing 33.8% of addressable spend, a 41 percentage point increase in diverse dollars spent, when compared to 2020. For the second year in a row, SJW met all three diversity spend sub-goals for minority (15%), women (5%) and disabled-veteran (1.5%):

- Minority-owned Business Enterprise (MBE) spend was \$29.8M, representing 24.9% of our 2021 addressable spend;
- Women-owned Business Enterprise (WBE) spend was \$6.0M, representing 5% of our 2021 addressable spend; and,
- Disabled Veteran-Owned Business Enterprise (DVBE) spend was \$4.7M, representing 3.9% of our 2021 addressable spend.

SJW's success is positively affected through a diverse supply chain reflecting the communities that we serve. We remain committed to this process — enabling us to be more competitive and enhancing the economic vitality of the communities where we live, work and serve.

A handwritten signature in blue ink, appearing to read "Eric Thornburg".

Eric Thornburg - CEO
San Jose Water



This filing is in compliance with the requirements of California Public Utilities Commission (CPUC) General Order 156 and contains the 2021 Annual Report and the 2022 Annual Plan of SJW's Utility Supplier Diversity Program (USDSP). The annual report describes the program activities and results achieved by SJW for the period of January 1, 2021 through December 31, 2021. For purposes of this report Women, Minority, Disabled Veteran, and Lesbian, Gay, Bisexual, and Transgendered Business Enterprises (WMDVLGBTBE) shall be referred to as Diversity Business Enterprises (DBE).



2021 ANNUAL REPORT

Summary of Program and Highlights

SJWs commitment to the CPUC's Utility Supplier Diversity Program (USDP) and its goal to provide access and opportunity to DBE, continues to progress through both program and process development. Our diverse business utilization percentage for 2021 was 33.8%, a 41% increase from 2020, exceeding the CPUC goal of 21.5% diverse spend.

Although, not to the level of pre-COVID spend, our capital improvement program increased when compared to 2020. Addressable spend increased by nearly 26%, from \$96M to \$120M. While the pandemic continued to cause some challenges, we were able to grow our total spend with diverse firms by 41% from \$29M to \$41M. Our direct spend with diverse companies increased by 43% from \$22M to \$32M; total minority (MBE) spend increased 63% from \$18M to \$29M; and our prime supplier subcontracting spend increased by 31% from \$6.7M to \$8.8M. In addition, SJW expanded the number of direct diverse suppliers by 24%, from 34 suppliers to 42 suppliers. The total number of diverse suppliers within our supply chain grew by 13%, from 54 suppliers to 61 suppliers.

In addition to exceeding the CPUC diverse spend goal of 21.5%, we are very pleased to report exceeding all three sub-goals:

- MBE spend was \$29.8M, representing 24.9% of our 2021 addressable spend;
- WBE spend was \$6.0M, representing 5% of our 2021 addressable spend; and,
- DVBE spend was \$4.7M, representing 3.9% of our 2021 addressable spend.

Although there was a slight decrease of 1% in WBE spend, actual dollars spent increased from \$5.7M to \$6.0M. LGBT spend continued to be a challenge in 2021 and remains an area of focus in our 2022 supplier diversity plan.

Note that the total spend of two direct diverse suppliers with the designation of both MBE and WBE, was split between MBE and WBE spend, for purposes of this report.

The positive results outlined in 2021 continue to be possible through intentional focus on our supplier diversity program in the following areas:

- **Executive leadership:** From our CEO, through the Executive Leadership Team (ELT) and all management, the importance of supplier diversity remains a priority. The company culture continues to shift through this enhanced focus on supplier diversity. There continues to be a significant increase in inquiries for diverse suppliers which match internal opportunities.
- **Corporate KPI's:** The continued use of a corporate KPI for supplier diversity, drives supplier diversity. All corporate KPIs, including those for Supplier Diversity, are tied to employee objectives and the resulting employee compensation. This is a best practice within the supplier diversity industry.
- **Corporate Leadership Committee (CLC):** CLC teams are set up each year to support various KPIs within the company. A Supplier Diversity CLC team is identified in order to focus on specific supplier diversity goals within each SJW Group location including SJW, Connecticut Water, Maine Water and SJWTX (dba Canyon Lake Water). This cross-functional team has helped to advance the supplier diversity strategy at SJW and all companies within SJW Group.

- **Prime Supplier Program:** The Prime Supplier Program continues to be an integral part of the SJW supplier diversity strategy. In 2021 there were 12 prime suppliers that contributed \$8.8M of diverse subcontracting, representing 7.4% of SJWs overall supplier diversity results.

SJW continues its active participation in the CWA USDP. Under the CWA USDP, we have maintained our Technical Assistance Program (TAP), Meet the Primes Program and supported numerous Community Business Organizations (CBOs) through participation in and/or sponsorship of events throughout California.





SAN JOSE WATER'S 2021 USDP Highlights

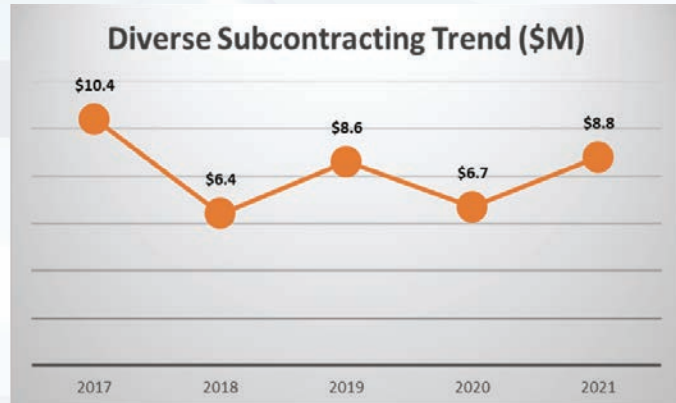
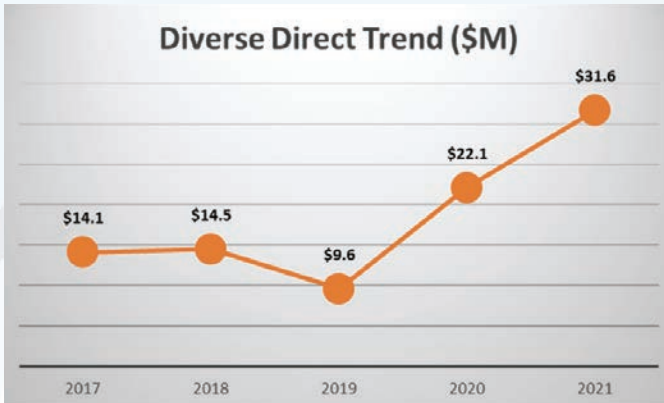
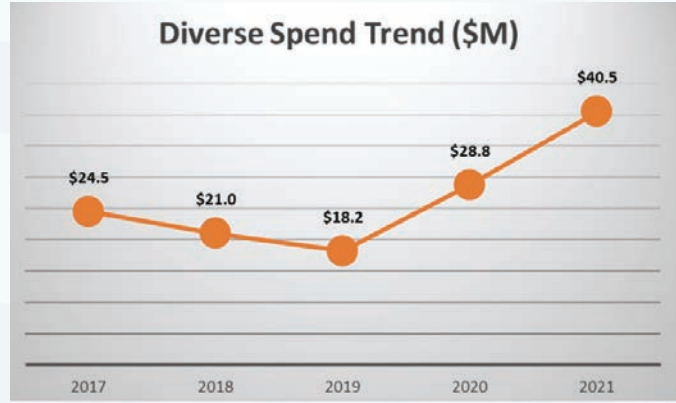
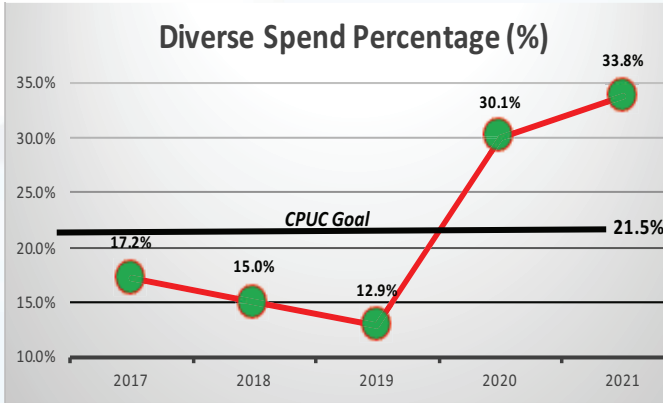
- Spend percentage with diverse suppliers increased from 30.1% in 2020 to 33.8% in 2021, representing a 12.3% increase, and exceeding the CPUC goal of 21.5%.
- Spend percentage to MBEs increased from 19.2% in 2020 to 24.9% in 2021, exceeding the CPUC goal of 15%.
- Spend percentage to WBEs was just over 5.0% in 2021, exceeding the CPUC goal of 5%.
- Spend percentage to DVBEs was at 3.9% in 2021, exceeding the CPUC goal of 1.5%.
- For the second year in a row, SJW exceeded all CPUC goals in the categories of overall spend (21.5%), MBE spend (15%), WBE spend (5%) and DVBE spend (1.5%).
- Overall spend with diverse suppliers increased from \$28.8M in 2020 to \$40.5M in 2021, representing a 41% increase.
- Direct spend with diverse vendors increased from \$22.1M in 2020 to \$31.7M in 2021, representing a 43% increase.
- Total MBE spend increased from \$18.3M in 2020 to \$29.8M in 2021, representing a 63% increase.
- Total WBE spend increased from \$5.7M in 2020 to \$6.0M in 2021, representing a 5% increase.
- Prime Supplier Program (subcontracting) spend dollars increased from \$6.7M in 2020 to \$8.8M in 2021, representing a 31% increase.



Program Baseline Statistics						'20 to '21
	2017	2018	2019	2020	2021	Change
Total procurement spend:	\$294M	\$340M	\$305.6M	\$306M	\$338.7M	11%
Total addressable spend:	\$142.6M	\$139.9M	\$141.3M	\$95.6M	\$119.8M	26%
Overall spend with diverse suppliers:	\$24.5Mw	\$21.0M	\$18.2M	\$28.8M	\$40.5M	41%
Direct spend with diverse suppliers:	\$14.1M	\$14.6M	\$9.6M	\$22.1M	\$31.7M	43%
Prime Supplier Program, subcontracting with diverse suppliers:	\$10.4M	\$6.4M	\$8.6M	\$6.7M	\$8.8M	31%
Total Minority Business Enterprise (MBE) Spend:	\$15.6M	\$17.2M	\$6.7M	\$18.3M	\$29.8M	63%
Total Women Business Enterprise (WBE) Spend:	\$8.5M	\$3.6M	\$7.1M	\$5.7M	\$6.0M	5%
Total Disabled Veteran Business Enterprise (DVBE) Spend:	\$395K	\$187K	\$4.4M	\$4.8M	\$4.7M	-1%
Total Lesbian, Gay, Bisexual, Transgendered Business Enterprise Spend (LGBTBE) Spend:	\$4.0K	29.7K	\$5.1K	\$0.0M	\$0.0M	0%
Total number of diverse suppliers within the SJWC supplier diversity program:	48	64	59	54	61	13%
Number of diverse suppliers doing business directly with SJWC:	31	37	36	34	42	24%
Number of diverse suppliers doing business with SJWC through subcontracting:	21	31	32	28	23	-18%

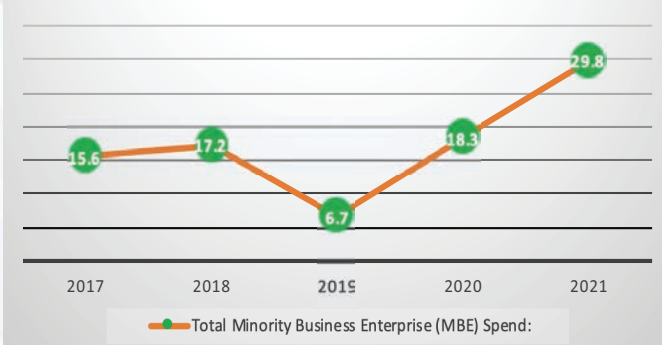


SAN JOSE WATER

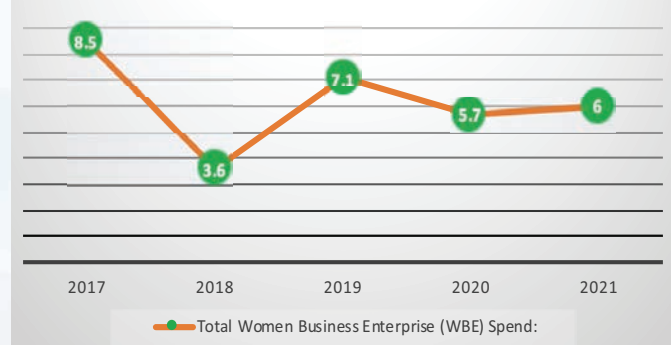




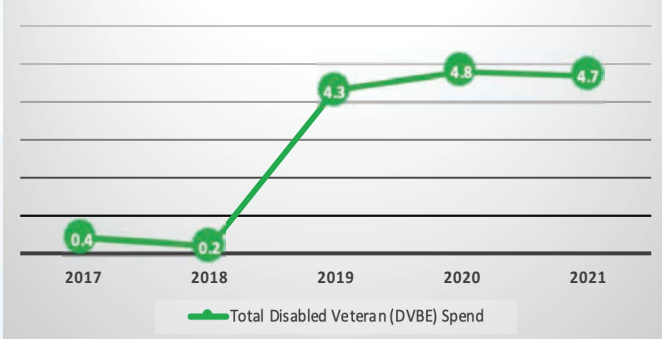
MBE Spend (\$M)



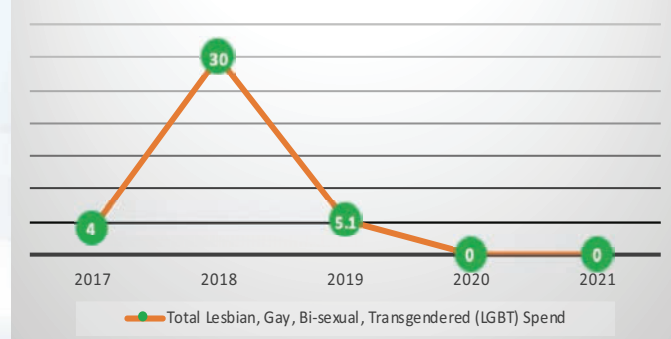
WBE Spend (\$M)



Disabled Veteran Spend (\$M)



LGBT Spend (\$K)



9.1.1

Description of WMDVLGBTBE Program Activities during the Previous Calendar Year

2021 marked the first full year of the pandemic and continued to pose challenges. The health and safety of our employees, suppliers and the communities we serve continued to be paramount. Although SJW did not suspend its capital improvement program (as we did in 2020), we did experience a lower-than-normal spend profile, in part, due to supply chain issues. Our addressable spend rose from \$96M in 2020, to \$120M in 2021, a 26% increase.

SJW continues to emphasize the importance of supplier diversity as a corporate KPI. Our National Diversity, Equity & Inclusion Council (Diversity Council) has positively affected our workforce by focusing on unconscious bias and increasing diverse workforce recruitment. As part of our corporate strategy, SJW will focus on Environmental, Social and Governance (ESG) issues. Included in the ESG strategy is reduced carbon emissions, keeping people safe, fostering environmental stewardship, and supporting supplier diversity.

The SJW mission remains: Being trusted, passionate and socially responsible professionals delivering exceptional quality water and service to customers and communities while protecting the environment and providing a fair return to shareholders. We continue to focus on our core values while delivering to our stakeholders.

SJW Core Values

Teamwork and Respect
 Straight Talk and Transparency
 Integrity and Trust
 Service and Compassion

SJW Strategic Building Blocks

Customers
 Community
 Employees
 Environment
 Shareholders

Through our Corporate Leadership Council (CLC) Program, SJW leads a team tasked with enhancing Supplier Diversity programs at our sister utilities in Texas, Maine and Connecticut. Led by Tim McLaughlin, SJW’s Director of Supplier Diversity, each utility will have a unique plan, established by our comprehensive supplier diversity strategy, leveraging resources across the organization. Goals for each entity include:

- **SJW:** Increase supplier diversity spend percentage beyond 2020, maintaining a minimum CPUC goal of 21.5% diverse spend.



- **Connecticut Water:** Increase supplier diversity spend beyond 2020 levels, implement outreach to diverse suppliers and update website, procurement RFP language and policies.
- **Maine Water:** Adopt a formal supplier diversity plan, increase supplier diversity spend beyond 2020 levels, implement outreach to diverse suppliers and update website, procurement RFP language & policies.
- **SJWTX:** Adopt a formal supplier diversity plan, increase supplier diversity spend beyond 2020 levels, implement outreach to diverse suppliers and update website, procurement RFP language & policies.

SJW continued to drive diverse supplier registration through our 3rd party registration system - Avisare Corp., an African-American Women-Owned Business. This system allowed registrants to be seen by SJW and other corporations and organizations which use the same platform.



Internal Activities:

The pandemic greatly affected how we conduct business, both internally and externally. In 2021, the majority of meetings were held virtually. In-person meetings were mostly eliminated. Because of this, business as usual was redefined. An increased focus was put on the effectiveness of virtual meetings. The following represents internal focus in 2021:

- Continued focus on language in RFPs, contracts, POs and related documents, requiring primes to meet 25% diverse subcontracting.
- In 2020, a pilot for RFP scoring was initiated which included supplier diversity as a scoring section. This was based upon the philosophy of scoring RFPs based upon total value. This scoring system was adopted in 2021 for a variety of RFPs including those bids related to pipeline construction.

Bi-weekly meetings of the Corporate Leadership Committee's (CLC) Supplier Diversity team took place, resulting in over 20 meetings focused on Supplier Diversity projects associated with our KPIs. This committee was made up of representatives from each location (CA, Texas, Connecticut and Maine).



9.1.1 Description of WMDVLGBTBE Program Activities during the Previous Calendar Year, continued

External Activities:

SJW's Director of Supplier Diversity, held the following leadership positions in 2021:

- Advisory Board to the Industry Council for Small Business Development (ICSBD) for the term January 1, 2021 through December 31, 2021.
- Strategic Council for The Diversity Advisors
- Board of Directors for the Women's Business Enterprise Council (WBEC) - Pacific.

SJW continues the company's outreach efforts by participating in CBO events that include partnerships with DBEs, both locally and throughout the State of California. Building relationships and understanding the needs/capabilities of each CBO remains a critical success factor in increasing diverse spend at SJW. Partnering with the organizations listed below enables SJW to play a key role in educating diverse businesses on the process of working with SJW and all utilities in general:

- National Minority Supplier Development Council (NMSDC)
- Western Regional Minority Supplier Development Council (WRMSDC)
- Southern California Minority Supplier Development Council (SMSDC)
- Silicon Valley Black Chamber of Commerce
- Silicon Valley Hispanic Chamber of Commerce
- Women's Business Enterprise National Council (WBENC)
- Women's Business Enterprise Council - West (WBEC-West)
- Women's Business Enterprise Council - Pacific (WBEC-Pacific)
- National Utility Diversity Council (NUDC)
- CPUC (Small Business Expos)
- Elite Service Disabled Veteran Owned Business (SDVOB) Network
- Disabled Veteran Business Alliance (DVBA)
- Veterans in Business (VIB) Network
- American Indian Chamber of Commerce (AICOC)
- National Gay & Lesbian Chamber of Commerce (NGLCC)
- Rainbow Chamber of Commerce Silicon Valley
- Golden Gate Business Association (GGBA)
- Industry Council for Small Business Development (ICSBD)
- The National Center for Native American Enterprise Development (NCAIED)

SJW also partners with other CWA Class A members as part of the CWA USDP committee. SJW often represents the CWA USDP at various CBO events, tradeshows, and matchmaking events.

CBO Involvement / Presentations

Involvement with CBOs continued to be affected by the pandemic in 2021, with meetings held virtually. Nearly all CBOs increased the number of virtual events, keeping them shorter. SJWs Director of Supplier Diversity, participated in many events as either an attendee, panelist or presenter. Organizations supported include:

- National Minority Supplier Development Council (NMSDC)
- Western Regional Minority Supplier Development Council (WRMSDC)
- Southern California Minority Supplier Development Council (SMSDC)
- Silicon Valley Black Chamber of Commerce
- Silicon Valley Hispanic Chamber of Commerce
- Women's Business Enterprise National Council (WBENC)
- Women's Business Enterprise Council - West (WBEC-West)
- Women's Business Enterprise Council - Pacific (WBEC-Pacific)
- National Utility Diversity Council (NUDC)
- CPUC (Small Business Expos)
- Elite Service Disabled Veteran Owned Business (SDVOB) Network
- Disabled Veteran Business Alliance (DVBA)
- Veterans in Business (VIB) Network
- American Indian Chamber of Commerce (AICOC)
- National Gay & Lesbian Chamber of Commerce (NGLCC)
- Rainbow Chamber of Commerce Silicon Valley
- Golden Gate Business Association (GGBA)
- Industry Council for Small Business Development (ICSBD)
- The National Center for Native American Enterprise Development (NCAIED)



9.1.1 Description of WMDVLGBTBE Program Activities during the Previous Calendar Year, continued

CBO, Tradeshow, Conference, and other Outreach Events

SJW's Director of Supplier Diversity actively participated in outreach and community events listed below:

- Attended the 4th Annual California DGS Procurement Event "How to Do Business with the State" on February 21
- Reservation Economic Summit (RES), February 2-4
- Attended Small Business Roundtable with Nancy Pelosi on May 5
- Attended California Black Chamber Webinar with Kamala Harris on May 6
- Attended National Utility Diversity Council (NUDC) Convening on May 28
- Attended the Women's Business Enterprise Council (WBEC) South Conference Matchmaker on June 4
- Attended WRMSDC Virtual Excellence Awards Movie Screening on June 30
- Attended California Black Chamber's Fireside Chat on July 15
- Participated in 1:1 Matchmaking, Session 2: "Opportunity & Connections," a WRMSDC Virtual Event Series on August 28
- Attended CPUC En Banc Hearing on September 29
- Attended the VIB National Conference on October 12-13
- Attended California Black Chamber event: Fireside Chat with The Honorable Willie L. Brown, Jr. on October 29
- Attended WRMSDC 2020 Virtual Holiday Celebration & Fundraiser - Nov. 13

Joint Utility Meetings

SJW's Director of Supplier Diversity actively participated in the CPUC joint utilities quarterly meetings. He is a key contributor in developing processes that impact the way diverse businesses work with all California regulated utilities. These meetings were held virtually in 2021.





Utility Supplier Diversity Program, 2021 Report and 2022 Plan



9.1.2

WMDVLGBTBE Annual Results by Ethnicity

San Jose Water • G.O. #156 Sec. 9.1.2						
			Direct	Sub	Total \$	%
1	Minority Male	Asian Pacific American	\$319,563	\$75,031	\$394,594	0.3%
2		African American	\$24,800	\$112,838	\$137,638	0.1%
3		Hispanic American	\$24,782,404	\$744,769	\$25,527,173	21.3%
4		Native American	339,284.77	\$0	\$339,285	0.3%
5		Total Minority Male	\$25,466,052	\$932,638	\$26,398,690	22.0%
6	Minority Female***	Asian Pacific American	\$1,065,884	\$1,498,090	\$2,563,975	2.1%
7		African American	\$0	\$28,433	\$28,433	0.0%
8		Hispanic American	\$715,560	\$70,520	\$786,081	0.7%
9		Native American	\$0	\$0	\$0	0.0%
10		Total Minority Female***	\$1,781,445	\$1,597,044	\$3,378,488	2.8%
11	Total Minority Business Enterprise (MBE)		\$27,247,497	\$2,529,681	\$29,777,178	24.9%
12	Women Business Enterprise (WBE)		\$4,312,083	\$1,716,787	\$6,028,870	5.0%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$0	\$0	\$0	0.0%
14	Disabled Veteran Business Enterprise (DVBE)		\$93,880	\$4,596,941	\$4,690,821	3.9%
15	Other 8(a)*		\$0	\$0	\$0	0.0%
16	TOTAL WMDVLGBTBE		\$31,653,459	\$8,843,409	\$40,496,869	33.8%
17	Net Procurement**		119,821,872			

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



Utility Supplier Diversity Program, 2021 Report and 2022 Plan



9.1.2

WMDVLGBTBE Direct Procurement by Product and Service Categories

San Jose Water • G.O. #156 Sec. 9.1.2

				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Direct	\$285,963	0.24%	\$33,600	0.03%	\$319,563	0.3%
2		African American	Direct	\$0	0.00%	\$24,800	0.02%	\$24,800	0.0%
3		Hispanic American	Direct	\$14,388	0.01%	\$24,768,016	20.67%	\$24,782,404	20.7%
4		Native American	Direct	\$0	0.00%	\$339,285	0.28%	\$339,285	0.3%
5		Total Minority Male	Direct	\$300,351	0.25%	\$25,165,701	21.00%	\$25,466,052	21.3%
6	Minority Female	Asian Pacific American	Direct	\$721,776	0.60%	\$344,108	0.29%	\$1,065,884	0.9%
7		African American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.0%
8		Hispanic American	Direct	\$578,707	0.48%	\$136,854	0.11%	\$715,560	0.6%
9		Native American	Direct	\$0	0.00%	\$0	0.00%	\$0	0.0%
10	Total Minority Female	Direct	\$1,300,483	1.09%	\$480,962	0.40%	\$1,781,445	1.5%	
11	Total Minority Business Enterprise (MBE)	Direct	\$1,600,834	1.34%	\$25,646,663	21.40%	\$27,247,497	22.7%	
12	Women Business Enterprise (WBE)	Direct	\$3,080,131	2.57%	\$1,231,952	1.03%	\$4,312,083	3.6%	
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Direct	\$0	0.00%	\$0	0.00%	\$0	0.0%	
14	Disabled Veteran Business Enterprise (DVBE)	Direct	\$71,000	0.00%	\$22,880	0.00%	\$93,880	0.1%	
15	Other 8(a)*	Direct	\$0	0.00%	\$0	0.00%	\$0	0.0%	
16	TOTAL WMDVLGBTBE	Direct	\$4,751,965	3.91%	\$26,901,495	22.43%	\$31,653,460	26.4%	
17	Total Product Procurement		\$4,751,965						
18	Total Service Procurement				\$26,901,495				
19	Net Procurement**						119,821,872		
20	Total Number of WMDVLGBTBEs that Received Direct Spend		42						

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

9.1.2

WMDVLGBTBE Subcontractor Procurement by Product and Service Categories

San Jose Water • G.O. #156 Sec. 9.1.2

				Products		Services		Total	
				\$	%	\$	%	\$	%
1	Minority Male	Asian Pacific American	Sub	\$0	0.00%	\$75,031	0.06%	\$75,031	0.1%
2		African American	Sub	\$0	0.00%	\$112,838	0.09%	\$112,838	0.1%
3		Hispanic American	Sub	\$14,770	0.01%	\$729,999	0.61%	\$744,769	0.6%
4		Native American	Sub	\$0	0.00%	\$0	0.00%	\$0	0.0%
5		Total Minority Male	Sub	\$14,770	0.01%	\$917,868	0.77%	\$932,638	0.8%
6	Minority Female	Asian Pacific American	Sub	\$0	0.00%	\$1,497,659	1.25%	\$1,497,659	1.2%
7		African American	Sub	\$431	0.00%	\$26,150	0.02%	\$26,581	0.0%
8		Hispanic American	Sub	\$2,283	0.00%	\$0	0.00%	\$2,283	0.0%
9		Native American	Sub	\$70,520	0.06%	\$0	0.00%	\$70,520	0.1%
10		Total Minority Female	Sub	\$73,234	0.06%	\$1,523,809	1.27%	\$1,597,044	1.3%
11	Total Minority Business Enterprise (MBE)		Sub	\$88,004	0.07%	\$2,441,677	2.04%	\$2,529,681	2.1%
12	Women Business Enterprise (WBE)		Sub	\$33,635	0.03%	\$1,683,152	1.40%	\$1,716,787	1.4%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Sub	\$0	0.00%	\$0	0.00%	\$0	0.0%
14	Disabled Veteran Business Enterprise (DVBE)		Sub	\$4,596,941	3.84%	\$0	0.00%	\$4,596,941	3.8%
15	Other 8(a)*		Sub	\$0	0.00%	\$0	0.00%	\$0	0.0%
16	TOTAL WMDVLGBTBE		Sub	\$4,718,581	3.94%	\$4,124,829	3.44%	\$8,843,409	7.4%
17	Total Product Procurement			\$4,718,581					
18	Total Service Procurement			\$4,124,829					
19	Net Procurement**			119,821,872					
20	Total Number of WMDVLGBTBEs that Received Subcont. Spend			23					

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



SAN JOSE WATER

9.1.2

WMDVLGBTBE Procurement by Standard Industrial Categories

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 WMDV LGTBE	Total Dollars
	Male	Female	Male	Female	Male	Female	Male	Female							
7	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
13	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
14	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
15	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
16	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
17	\$75,031	\$178,726	\$0	\$0	\$587,369	\$0	\$0	\$0	\$708,710	\$0	\$16,300	\$0	\$0	\$1,566,136	\$1,936,030
22	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
23	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
25	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
26	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
27	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$976,170	\$0	\$0	\$0	\$0	\$976,170	\$283,811
28	\$0	\$0	\$0	\$0	\$95,070	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$95,070	\$137,593
29	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
30	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
32	\$0	\$0	\$0	\$0	\$647,897	\$70,520	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$718,418	\$678,228
33	\$0	\$0	\$0	\$0	\$14,770	\$0	\$0	\$0	\$14,770	\$0	\$0	\$0	\$0	\$14,770	\$2,518,591
34	\$0	\$0	\$0	\$0	\$2,536	\$0	\$0	\$0	\$2,536	\$0	\$0	\$0	\$0	\$2,536	\$385,309
35	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$462,601	\$0	\$0	\$0	\$0	\$462,601	\$2,359,916
36	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
37	\$0	\$0	\$8,000	\$0	\$339,285	\$0	\$0	\$0	\$347,285	\$0	\$0	\$0	\$0	\$347,285	\$347,285
38	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
39	\$0	\$0	\$36,877	\$0	\$0	\$0	\$0	\$0	\$36,877	\$0	\$0	\$0	\$0	\$36,877	\$206,139
42	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,608,761	\$0	\$0	\$0	\$0	\$1,608,761	\$116,055
45	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
47	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
48	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
49	\$0	\$1,430,711	\$9,886	\$2,283	\$578,707	\$0	\$0	\$1,430,711	\$800,000	\$0	\$0	\$0	\$0	\$1,430,711	\$844,513
50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$590,876	\$0	\$0	\$0	\$0	\$0	\$1,390,876	\$1,815,796
51	\$0	\$431	\$0	\$0	\$0	\$0	\$0	\$431	\$0	\$0	\$0	\$0	\$0	\$431	\$58,542
52	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
53	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
54	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%

9.1.2 WMDVLGBTBE Procurement by Standard Industrial Categories (cont.)

San Jose Water • G. O. #156 Sec 9.1.2

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 WMDV LGBTBE	Total Dollars
	Male	Female	Male	Female	Male	Female	Male	Female							
55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$679,564
57	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%
58	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,357
59	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
60	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
62	\$0	\$0	\$112,838	\$0	\$0	\$0	\$0	\$0	\$112,838	\$0	\$0	\$0	\$0	\$112,838	\$201,132
63	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.2%
64	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,098
65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
67	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
70	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
72	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
73	\$33,600	\$1,710,859	\$16,800	\$0	\$216,601	\$0	\$0	\$0	\$1,977,860	\$131,747	\$4,580,641	\$0	\$0	\$6,690,248	\$12,448,175
75	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	10.4%
76	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	5.6%
79	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$166,653
80	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.1%
81	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.3%
82	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$29,723	\$0	\$0	\$29,723	\$0	\$22,330
83	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
86	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
87	\$285,963	\$3,470	\$0	\$4,502	\$41,783	\$0	\$0	\$0	\$335,719	\$477,052	\$93,880	\$0	\$0	\$906,651	\$11,920,138
89	\$0	\$2,900	\$0	\$0	\$0	\$0	\$0	\$0	\$29,050	\$34,106	\$0	\$0	\$0	\$63,156	\$53,730
92	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.1%
93	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
94	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
95	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
96	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Other	\$394,594	\$3,363,975	\$137,638	\$28,433	\$25,527,173	\$786,081	\$339,285	\$0	\$30,577,178	\$5,228,870	\$4,690,821	\$0	\$0	\$40,496,869	\$119,821,872
TOTAL	0.3%	2.8%	0.1%	0.0%	21.3%	0.7%	0.3%	0.0%	25.5%	4.4%	3.9%	0.0%	0.0%	33.8%	100.0%

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
 % - PERCENTAGE OF TOTAL DOLLARS
 **** Reflects data for all direct SJWC DBE spend



9.1.2

Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse

2020 Report • G. O. #156 Sec 9.1.2 (D.11-05-019 & D.06-11-028)

Data on Number of Suppliers												
# WMDVLGBTBEs	Revenue Reported to CHS					Utility-Specific 2021 Summary						
	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	9	12	0	2	0	23	20	21		2		43
Under \$5 million	5	4	0	0	0	9						0
Under \$10 million	0	0	0	0	0	0						0
Above \$10 million	7	5	0	0	0	12	1					1
TOTAL	21	21	0	2	0	44	21	21	0	2	0	44

Revenue and Payment Data												
WMDVLGBTBE \$M	Revenue Reported to CHS					Utility-Specific 2021 Summary						
	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total	MBE	WBE	LGBTBE	DVBE	Other 8(a)*	Grand Total
Under \$1 million	\$19,080,588	\$11,838,983	\$0.00	\$1,000,000	\$0	\$31,919,571	\$3,346,515	\$4,312,083		93,880.00		\$7,752,478
Under \$5 million	\$8,780,264	\$12,903,448	\$0	\$0	\$0	\$21,683,712						\$0
Under \$10 million	\$0	\$0	\$0	\$0	\$0	\$0						\$0
Above \$10 million	\$10,575,373,578	\$10,511,206,486	\$0		\$0	\$21,086,580,064	\$23,900,982					\$23,900,982
TOTAL	\$10,603,234,430	\$10,535,948,917	\$0	\$1,000,000	\$0	\$21,140,183,347	\$27,247,497	\$4,312,083	\$0	\$93,880	\$0	\$31,653,460

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

CHS: SUPPLIER CLEARINGHOUSE

** Reflects data for all direct SJWC DBE spend

9.1.2

Description of Number of WMDVLGBTBE Suppliers with California Majority Workforce

San Jose Water • G.O. #156 Sec. 9.1.2

In 2021, SJW conducted business directly with 36 diverse companies headquartered* in California with a total workforce of 1,657 employees and a total revenue of \$305M. The average revenue for a supplier within this dataset is \$8.5M. SJW spent \$28.7M with CA-based suppliers in 2021.

*Information for this report was taken from the CPUC Clearinghouse database as of 12/31/2021. It is assumed that suppliers listed in the Clearinghouse with California addresses, are California-based companies, and the number of employees listed for these suppliers are part of the California workforce.





9.1.3

WMDVLGBTBE Program Expenses

San Jose Water • G.O. #156 Sec. 9.1.3

Expense Category	2021 (Actual)
Wages	\$169,500
Other Employee Expenses	\$0
Program Expenses	\$45,900
Reporting Expenses	\$5,000
Training	\$0
Consultants	\$5,573
Other	\$16,668
TOTAL	\$242,641



9.1.4

Description of Progress in Meeting or Exceeding Set Goals

San Jose Water • G.O. #156 Sec. 9.1.4

SJWs diverse business utilization for 2021 was 33.8%, a 13 percentage point increase in spend percentage, when compared to 2020, exceeding the 21.5% overall goal established by the CPUC. SJW also met all CPUC sub-goals for WBE, MBE and DVBE spend.

There were several factors that affected our ability to meet the above mentioned goals, including:

- The addition of Lewis and Tibbitts (L&T) as a minority supplier had a significant positive impact on SJWs results. L&T's primary focus for SJW is in the construction area, specifically in pipeline replacement. L&T is part of a small group of suppliers making up the top 10% of SJW spend and is critical to the SJW capital expense program. The addition of L&T is a significant reason SJW was able to exceed the 21.5% CPUC goal.
- Addressable spend increased by 26% in 2021. Diverse spend within addressable spend growth outpaced 2020's overall spend percentage. In other words, as we increased addressable spend, we increased the portion that was diverse. In part, this was due to the fact that we had 13% of the total number of diverse suppliers within our supply chain, and a 24% increase in the number of diverse suppliers with whom we do direct business.
- SJW continued to focus on our Prime Supplier subcontracting program which grew 31% in 2021.
- SJW reached 5% WBE spend against a CPUC goal of 5%. In order to accomplish this, we counted some of our WMBE suppliers as WBE's.
- Minority spend increased significantly in 2021, growing 63% over 2020 results. SJW reached 25% MBE spend in 2021, far exceeding the CPUC goal of 15%.
- DVBE spend was 3.9% in 2021, far exceeding the 1.5% goal set by the CPUC.
- 2021 marks the second full year that a corporate KPI was established for Supplier Diversity. The Supplier Diversity KPI is part of several KPIs which tie our performance to compensation. This continues to strengthen SJWs commitment to our diverse community in which we live, work, and serve.



9.1.4

WMDVLGBTBE Results and Goals

San Jose Water • G.O. #156 Sec. 9.1.4

Category	2021 Results	2022 Goals*
Minority Men	22.0%	7.5%
Minority Women**	2.9%	7.5%
Minority Business Enterprise (MBE)	24.9%	15.0%
Women Business Enterprise (WBE)	5.0%	5.0%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.0%	0.5%
Disabled Veteran Business (DVBE)	3.9%	1.5%
TOTAL WMDVLGBTBE	33.8%	22.0%

% - PERCENTAGE OF NET PROCUREMENT

*Target goals each year are to meet the CPUC defined goals. Stretch goals are still being defined as of the date of this publication.

**All WMBE's were counted as WBE's for purposes of this report



9.1.5

Description of Prime Contractor Utilization of WMDV LGB TBE Subcontractors

San Jose Water • G.O. #156 Sec. 9.1.5

In 2021, Prime Supplier subcontracting to diverse suppliers increased by 31%, from \$6.7M in 2020 to \$8.8M in 2021. This was achieved in part due to a change in RFP/bid language that requires construction suppliers to subcontract at the 25% level. The Supplier Diversity Director, Champions, and sourcing personnel continue to work with prime suppliers to increase utilization of diverse businesses. SJW encourages its prime suppliers to review their operations to identify areas suitable for diverse supplier participation.

Prime Supplier Matchmaking Events

SJW continued to collaborate with other CWA USDP members to sponsor and lead a Prime Supplier Matchmaking event which was held virtually on September 15, 2021. SJW Director of Supplier Diversity took part as a presenter and panelist in this event. More than 430 people registered. Prime suppliers who volunteered to share inspiration and insights were featured. Solopreneurs as well as large companies had the same opportunity to pitch to CWA prime suppliers. The objective was to facilitate introductions to prime suppliers to cultivate relationships before an immediate need to hire. Melanie Rae, founder of Guided Business Plan, designed the first CWA Meet the Primes: *Like Never Before*. It featured a pre-event recording of prime suppliers, online worksheets, and a post-event *Connect to Primes* form. Innovate Marketing Group provided the technical platform that enabled more than 120 participants to engage in a group discussion.



9.1.5

Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors

San Jose Water • G.O. #156 Sec. 9.1.5

	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 \$	\$25,466,052	\$1,781,445	\$27,247,497	\$4,312,083	\$0	\$93,880	\$0	\$31,653,459
Subcontracting \$	\$932,638	\$1,597,044	\$2,529,681	\$1,716,787	\$0	\$4,596,941	\$0	\$8,843,409
Total \$	\$26,398,690	\$3,378,488	\$29,777,178	\$6,028,870	\$0		\$0	\$40,496,869
Direct %	21.25%	1.49%	22.74%	3.60%	0.00%	0.08%	0.00%	26.2%
Subcontracting %	0.78%	1.33%	2.11%	1.43%	0.00%	3.84%	0.00%	7.4%
Total %	22.03%	2.82%	24.85%	5.03%	0.00%	3.91%	0.00%	33.8%
Net Procurement**	\$119,821,872							

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

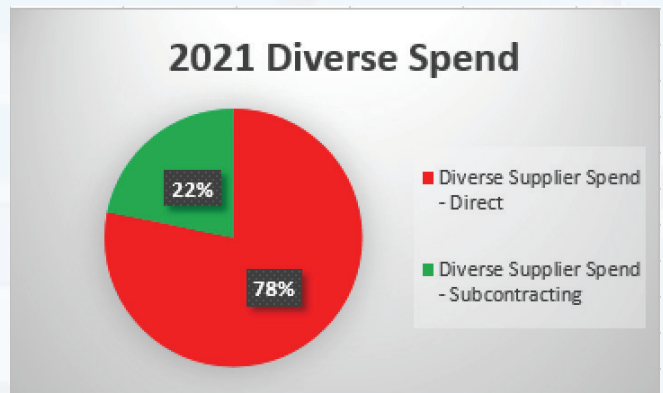
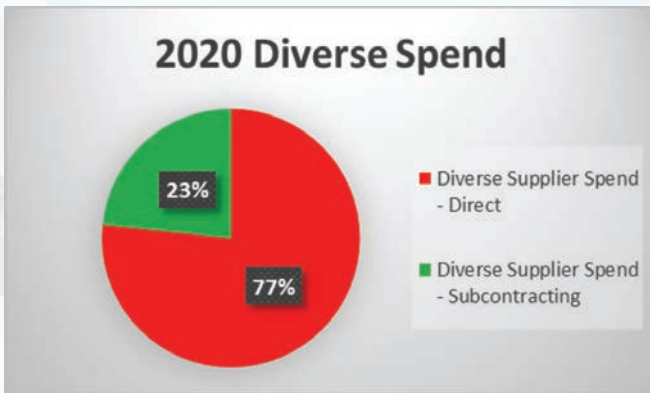
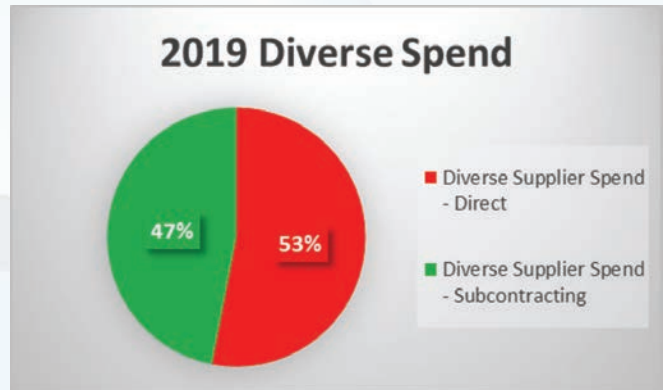
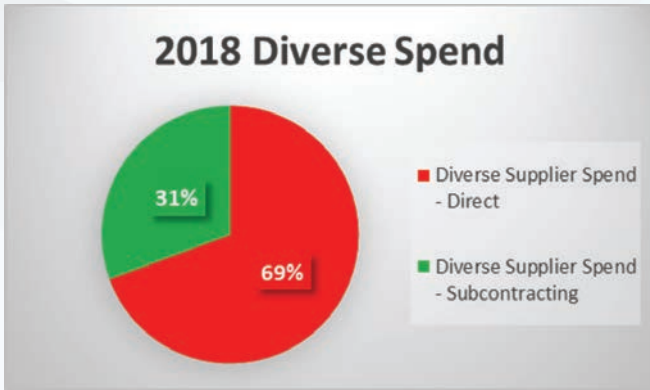
Direct - DIRECT PROCUREMENT

Sub - SUBCONTRACTOR PROCUREMENT



9.1.5

Summary of Prime Contractor Utilization of WMDVLGBTBE Subcontractors (cont.)





9.1.6

A List of WMDVLGBTBE Complaints Received and Current Status

San Jose Water • G.O. #156 Sec. 9.1.6

SJW did not receive any formal complaints about the USDP in 2021.

9.1.7

Description of Efforts to Recruit WMDVLGBTBE Suppliers in Low Utilization Categories

San Jose Water • G.O. #156 Sec. 9.1.7

Diverse Suppliers in Underutilized Areas

Opportunities in these areas are limited, however, we are committed to identifying qualified diverse suppliers in the above areas, should an opportunity arise.

During 2021, SJW continued our focus to increase diverse spend in areas in which such supplier utilization has traditionally been low. Discussions regarding potential opportunities to engage DBEs continue to focus on the following functional areas:

- Legal Services
- Financial Services
- Accounting
- In the financial services area, SJW involved Loop Capital for an equity offering resulting in \$113K of diverse spend.

9.1.8

Retention of all Documents / Data

San Jose Water • G.O. #156 Sec. 9.1.8

SJW has retained all documents and data necessary for the preparation of the Utility Supplier Diversity Report to the CPUC. Documents and data are retained for either the longer of 3 years or as per the requirement of the SJW document retention policies. Documents and data are available at the request of the CPUC.

9.1.11

WMDVLGBTBE Fuel Procurement

San Jose Water • G.O. #156 Sec. 9.1.11

Not applicable



SAN JOSE WATER
Supplier Diversity Recognition:

WBECPACIFIC
Business Excellence 2021
Celebrates
Corporate Advocate of the Year Nominee:



San Jose Water
Tim McLaughlin
January 27, 2022
1 - 3pm PST

SJW SAN JOSE WATER
Join us! Get a ticket!!



Tim McLaughlin, Director of Supplier Diversity

Women's Business Enterprise Council - Pacific Nomination



Tim McLaughlin accepts Veterans in Business (VIB) 2021 Corporation of the Year Award.

SJW Group: Sustainability, ESG and Diversity & Inclusion

SJW Group Releases 2021 Corporate Sustainability Report

Commitment to 50% reduction in greenhouse gas emissions by 2030 New vendor code of conduct and employee health and safety policy

SAN JOSE, Calif. – Feb. 1, 2022 – SJW Group (NYSE: SJW), which provides life-sustaining water and wastewater services to more than 1.5 million people in the U.S., has announced the release of its 2021 Corporate Sustainability Report. The report summarizes the environmental, social and governance achievements across the company's local operations that serve customers in California, Connecticut, Maine and Texas.

"For SJW Group, 2021 can be summed up in one word – resilience. It's evident in our employees and the communities we serve. Our employees know that tap water touches the lives of people and communities every day and that it is our shared mission to deliver high-quality, reliable water service despite various challenges," said President, Chair and CEO Eric W. Thornburg. "In the past few years, we have confronted the pandemic, stresses on some of our water supplies, changing weather conditions, economic struggles of our customers, and social and societal issues around race and violence in our country. We responded to those challenges and delivered on our commitment to be a leader across the environmental, social and governance issues in 2021. We are more resolute than ever to deliver on our mission and be a trusted partner and force for good in the communities we serve, as documented in the 2021 report."

Among the highlights of the report:

- Completion of a greenhouse gas emissions inventory in 2021, and a pledge to reduce GHG emissions by 50% from 2019 levels by the year 2030. This science-based target is aligned with the Paris Agreement to limit total global warming to 1.5 degrees Celsius.
- A newly adopted vendor code of conduct, aligning the company's supply chain practices with the company's 2020 human rights policy.
- A formalized health and safety policy that affirms the company's commitment to put health and safety at the center of day-to-day operations.
- Updates on the continued work of the company's employee-led Diversity, Equity & Inclusion Council, including CEO Eric W. Thornburg's signing of the CEO Action for Diversity & Inclusion™ CEO Pledge.
- Environmental stewardship efforts from coast to coast, including water conservation programs, land and forest management initiatives, support for wildlife, and employee-led litter cleanups.
- Commitment to equitable water rates through water rate assistance programs in our largest utilities, including a first of its kind program in the state for water utilities at Connecticut Water, and other customer assistance programs.
- Continued community involvement through educational programs, events, charitable donations and employee volunteering.

In addition, Institutional Shareholder Services' review of the company's environmental, social and governance activities resulted in improvements in environmental and social scores. Among its peers,



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SJW Group is tied for the highest overall social score, and tied for second in the overall environmental score. The company has the best overall governance score possible and has been recognized with a Prime status by ISS ESG. Prime status is awarded to those companies with an ESG performance above the sector-specific Prime threshold.

The company has achieved a “gender balanced” rating for its board of directors from 50/50 Women on Boards. Further, according to 50/50 Women on Boards, only 6% of the 3,000 largest U.S. traded companies can claim a gender-balanced board.

SJW Group’s 2021 Corporate Sustainability Report and Policies can be found at: www.sjwgroup.com/2021CSR.

SJW Group: CEO Action for Diversity & Inclusion™

In 2021, SJW Group joined the growing coalition of companies pledging to advance diversity and inclusion in the workplace. One of more than 2,000 CEOs who have come together with CEO Action for Diversity & Inclusion™, SJW Group’s president and CEO, Eric W. Thornburg, is committing himself and SJW Group to this goal.

By signing on to this commitment, SJW Group is pledging to take action to cultivate a workplace where diverse perspectives and experiences are welcomed and respected and employees feel encouraged to discuss diversity and inclusion. The collective of more than 2,000 signatories has already shared

more than 1,400 actions and programs for workplace inclusivity, exchanged tangible learning opportunities and created collaborative conversations via the initiative’s unified hub, CEOAction.com.

“We all have much to discover and are committed to providing an environment where conversation and education on diversity and inclusion provide opportunities for our employees to learn and grow,” said Thornburg. “In partnership with CEO Action for Diversity & Inclusion™, we are steadfast in our efforts to advance positive change.”

While Thornburg is the signatory of the pledge, his commitment represents the values and commitment of SJW Group leadership and its employee base across nationwide operations in Maine, Connecticut, Texas and California and their desire to serve their communities and colleagues.



CWA Capacity-Building and Technical Assistance (CB&TA):

CWA Meet the Primes:

VIRTUAL, CALIFORNIA - Hundreds of diverse vendors from across the Golden State took the first step to access millions of dollars in contracts with CWA contractors. At the annual CWA Meet the Primes: Like Never Before event held on September 15, 2021, more than 430 people registered to learn how to connect with a few of the Primes who help CWA member utilities serve more than 6 million people.

The CWA is regulated by the California Public Utilities Commission who monitors how much CWA Class A utilities (California American Water, California Water Service, Golden State Water, Liberty Utilities, San Gabriel Valley Water Company, SJW and Suburban Water Systems) spend with diverse suppliers. The CWA Utility Supplier Diversity Program (USDSP) members measure their impact. Most have exceeded the goal of 21.5% with some topping 50% annual spend with CPUC certified vendors.

"Talented and qualified vendors miss out on opportunities because we don't know them and they don't know us," said Jeanette Diaz, USDSP Committee Lead and Supplier Diversity and Procurement Manager of San Gabriel Valley Water company.

More than 430 registered for the event which featured Primes who volunteered to share inspiration and insights. Solopreneurs as well as large companies had the same opportunity to pitch their company to CWA Primes. The objective was to facilitate introductions to Primes to cultivate relationships before there is an immediate need to hire.

Melanie Rae, founder of Guided Business Plan designed the first CWA Meet the Primes: Like Never Before to feature pre-event recording of the Primes, online worksheets, and post-event Connect to Primes form. The public is still able to join the free platform and access these materials - mtp.cwawater.com. Innovate Marketing Group provided the technical platform that enabled more than 120 participants to engage in a group discussion.

Holley Joy, Supplier Diversity Manager, Golden State Water, and Project Lead for the CWA Utility Supplier Diversity Program said, "When the communities we serve see themselves reflected back as they pass one of our construction projects or visit our offices, it is partly due to events like these where we purposefully outreach to diverse vendors to support our operations."





Water Acumen Training for Entrepreneurship Refinement (W.A.T.E.R.):

**CWA
Utility Supplier Diversity Program
CWA W.A.T.E.R. 2020-21**



Summary Report

Our CWA 2020 to 2021 W.A.T.E.R. cohort proved their resiliency. Just days before we were to meet for session one at Golden State Water in San Dimas, the state went into a shutdown. We met virtually for the first couple of sessions and then realized that the entire cohort would not meet in person before graduation. The businesses ranged from an award-winning legacy construction company to a cybersecurity firm to a pest control company that shared many stories during our networking breaks. The camaraderie and connections that were made virtually were unmatched.

One of the highlights for the cohort was when Pamela Stambaugh of Accountability Pays earned a contract within days of pitching to our Primes that has continued for more than a year. Two members of the 2019 WATER Cohort returned to share how they have expanded into different states and earned multi-million-dollar contracts. Vendors improved their proposal toolkits and pitched to buyers during the graduation session.

“This cohort has been so awesome to get to know [how] the water company advocates for us diverse suppliers. The training contents have been on-point excellent.” - M. Welke

“I have really enjoyed the class so far.” - D. Arnold “This meeting has been very clear and helpful with zoning in on what I can offer to the Water Districts.” - K. Taylor

“Melanie I am always grateful for your leadership in this environment, and you do a fabulous job. This has led directly to my Lewis and Tibbitts relationship which is precious.” - P Stambaugh

“This has been a fantastic learning experience. I am so grateful to be able to have participated in this quality program. Thank you.” - S. Kuethen

The following are highlights of each session.

Session 1 Highlights

Bob Kelly- Former CWA President shared insights into how the industry works and the impact of legislation GO156. This legislation opened the doors for many diverse businesses.

Vendors...

- Worked on honing their introduction in 3-5 words.
- Improved their capabilities statement by learning about the main components and received instant feedback.
- Continued to work on the capabilities statement over the next few sessions.

Session 2 Highlights

- The cohort saw a detailed comparison of the CWA class A utilities to determine which utility they wanted to pursue first.
- They learned about headquartered and parent companies, insurance requirements, values/ cultures, etc.
- The CWA USDP team formed a panel to answer in-depth questions to provide insights how their Decision Makers buy.
- The participants overall were so grateful to have access to this information.

Session 3 Highlights

- Vendors learned how researching rate cases could inform them about new projects which are 3-5 years out.
- We shared how to review an annual report to discern potential needs for each utility.
- We discussed how to propose a solution via statement of work (SOW), and they learned about the RFP process in the water industry.

Session 4 Highlights

- We invited CWA Primes to participate in a panel where they discussed their upcoming needs and shared best practices for subcontractors.
- Primes came and introduced themselves and spoke about common subcontractor mistakes. After all the Vendors introduced themselves, Primes and Vendors were matched into breakout sessions and the Vendors were able to ask questions and introduce their value. The Primes were able to cultivate relationships with the vendors.
- During CWA W.A.T.E.R. 2019 Cohort, we discussed how to create business continuity plans. This topic was even more relevant in 2020. We helped Vendors communicate how they are a safe choice a Buyer could trust.





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Session 5 Highlights

- CWA Primes attended this session to meet with specific Vendors based on a Pre-Survey. The Vendors introduced themselves and went into breakout groups.
- Within a week of the meeting, one of the Vendors was selected for a pre-meeting that resulted in making a big impact with one of the Primes. Pamela Stambaugh with Accountability Pays so impressed the President of Lewis & Tibbitts that she received a contract.
- Vendors shared their recent “wins,” social responsibility and deal client. This has led to the group getting to know each other on a more personal level to produce more targeted referrals.

Session 6 Highlights

- Marianne Ellis, founder of CEO Success Community, is a sales expert who closed over \$120M in contracts during an 18-month period. She was a guest speaker and shared pricing and negotiation tactics.
- CWA USDP Team invited their Buyers to meet specific vendors in breakout rooms after the group introduction.
- Scott with AMTEC, an executive staffing company, reported that a Buyer expressed immediate interest in a large staffing contract. There were numerous needs identified during this session such as Bee Pest Control and construction safety.



Session 7 Highlights

- Two members of the CWA W.A.T.E.R. 2019 Cohort Vendors spoke:
- David Ramil talked about earning multi-million-dollar contracts with one of the utility's parent companies. Carmina Bautista-Ortiz talked about her company's expansion into Canada.
- The CWA USDP team presented a collective keynote to highlight vendors' accomplishments and success due to the Cohort, and the interactive experience involving CWA Buyer's and Primes.

Comments

What did you gain from participating in W.A.T.E.R. 2020?

"I was able to develop a clear message about my business and an understanding of how I can fit into the water industry."

"The confidence in myself to put my small business on the path of opportunities along with other larger companies and know that my small business can compete."

"A better understanding of how the Water/Utility Industry works. It also has given me the opportunity to learn from companies currently doing business with Water Utilities."

"Conaway Geomatics gained great insight into the water industry, connections with the CWA Supplier Diversity Leaders, connections with amazing Diverse Business Enterprises and had fun."

"Vendors were given every opportunity, and heavily encouraged, to engage cohort members throughout the education sessions. As we participated in discussions, I was able to develop professional relationships with these same members in order to convey more than just, 'This is what I can do for you. What do you need?'"

"The WATER cohort was a great opportunity for me to learn about a large industry that Global has not tapped into."

"Connections to prime contractors, buyers and project managers for the water agencies. A network of professionals from various industries."

"I met some other vendors who work in the Water industry."

"Start of long-term relationship building with Water Diversity Advocates so that when opportunity is right, I will be able to participate and get business with one of them."

"Relationships, opportunities, the experience of being supported in growing my business, and support in clarifying my differentiator, which is the Emerging Leader Accelerator that is now just beginning to be offered in various forms. Having this as a focus has opened up additional conversations for related value that I would be able to provide and would value making that contribution from my expertise."

"Made a lot of contacts - with peers, with CWA member Diversity Managers, learnt about how to qualify potential opportunities, what the utilities are looking for, how to tailor the pitch according to the opportunity."

"Everything about Water! Refining our statement to focus on water and having a great cohort that I hope to continue to connect. Great experience!"

"Continued knowledge of expectations from various Water Utilities. Insight into water utility decision making processes."

"A lot."

"Everything. It has led to tremendous opportunities."

10.1.1

WMDVLGBTBE Annual SHORT, MID, AND LONG-TERM Goals by Product and Service Category

San Jose Water • G.O. #156 Sec. 10.1.1

Category	2021 Results	Short Term Goals**	Mid Term Goals**	Long Term Goals**
Minority Men	22.0%	7.50%	7.50%	7.50%
Minority Women*	2.9%	7.50%	7.50%	7.50%
Minority Business Enterprise (MBE)	24.9%	15.00%	15.00%	15.00%
Women Business Enterprise (WBE)	5.0%	5.00%	5.00%	5.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.0%	0.50%	0.50%	0.50%
Disabled Veteran Business (DVBE)	3.9%	1.50%	1.50%	1.50%
TOTAL WMDVLGBTBE	33.8%	22.0%	22.0%	22.0%

% - PERCENTAGE OF NET PROCUREMENT

*Target goals each year are to meet the CPUC defined goals. Stretch goals are still being defined as of the date of this publication.

**All WMBE's were counted as WBE's for purposes of this report

SJW has instituted an informal goal of .5% LGBT spend as a short, mid and long-term goal. This may change when the CPUC formalizes the LGBT goal in 2022. Although we do not show a formal goal, SJW is tracking LGBT spend and actively engaged in outreach to match LGBT capabilities to SJW opportunities.

Short-term, mid-term and long-term goals are identified at the level called out by GO 156, and are subject to change from year to year. Although breaking down goals by SIC code is not practical, SJW has shown a consistent profile of nearly 50% of spend in the construction, engineering, and construction services categories. For a detailed view of current and future purchase profiles by SIC code, please refer to tables contained within section 9.1.2.



10.1.2

Description of WMDVLGBTBE Planned Program Activities for the Next Calendar Year

Internal Activities:

Major areas of focus for the 2022 Supplier Diversity Program include:

- Increased focus on low spend categories, particularly LGBT spend.
- Enhanced strategy with a goal of meeting the newly created CPUC LGBT percent spend goal.
- Revise standard Prime Supplier reporting templates for easier results calculation.
- Review RFP scoring template supplier diversity weighting.
- Enhance new supplier intake process to ensure efficiencies and reliable input of supplier diversity data.
- Lead cross-functional, multi-location Supplier Diversity Program within the SJW Corporate Leadership Committee (CLC).
- Examine strategy, policy and guidelines regarding the use of Value Added Resellers (VAR) and Managed Service Providers (MSP).
- Consider a strategy to address supplier diversity of "directed purchase," depending on dollar value.
- Contemplate internal supplier diversity recognition program.
- Investigate Avisare (registration portal) for other SJW Group locations outside of SJW.
- Complete annual review of supplier diversity website and make appropriate changes/updates.
- Increase buyer participation at various CBO events.

External Activities:

- In compliance with Ordering Paragraph No. 4 of CPUC D.11-05-019 (in R.09-07-027), SJW will continue to work closely with the CWA and its members to participate in the Tier 1 capacity building and technical assistance programs. Continue to support the CWA W.A.T.E.R. program through 2022.
- In 2022, SJW will continue to work with the CWA and its member companies to host Business Opportunity Fair meetings, encouraging prime suppliers to increase sub-contracting participation. One Meet the Primes event is tentatively scheduled to take place September 15-16, 2022.
- Enhance outreach strategy to supplier diversity Community Business Organizations (CBO). Address potential funding of CBOs outside of CWA Utility Supplier Diversity Program (USDP) Committee. Consider potential national memberships when appropriate.
- SJW will continue to participate in and attend a variety of outreach activities with various CBO tradeshows, conferences and matchmakers.
- Consider external supplier diversity recognition program.



10.1.3

Plans for Recruiting WMDVLGBTBE Suppliers in Low Utilization Areas

San Jose Water • G.O. #156 Sec. 10.1.3

SJW will focus on increased communication and partnerships with local organizations in the following categories:

- **MBEs:** The primary CBO utilized will be the Western Regional Minority Supplier Development Council (WRMSDC) and the Silicon Valley Black Chamber of Commerce.
- **WBEs:** Primarily through continued partnership with the Women's Business Enterprise Council - Pacific (WBEC-Pacific). Note that SJW's Supplier Diversity Program Manager, Tim McLaughlin, is on the Board of WBEC-Pacific.
- **DVBES:** In association with the Veterans in Business (VIB) Network and the Elite Service Disabled Veteran Owned Business (SDVOB) Network.
- **LGBTs:** SJW will increase participation with the Rainbow Chamber - Silicon Valley and the Golden Gate Business Association (GGBA). This is critical to increasing LGBT spend and meeting the 2022 CPUC LGBT goal.

We will continue to participate in outreach to CBOs through matchmaking, panels, technical assistance, and mentoring, including but not limited to organizations found in section 9.1.1.

During 2022, SJW will continue our efforts to increase diverse spending in areas in which such supplier utilization has traditionally been low. Discussions regarding potential opportunities to engage DBEs will continue in the following functional areas:

- Legal Services
- Financial Services
- Accounting

10.1.4

Plans for Recruiting WMDVLGBTBE Suppliers Where Unavailable

San Jose Water • G.O. #156 Sec. 10.1.4

SJW's primary focus is on recruiting diverse suppliers in categories where diverse suppliers are available. However, we remain committed to identifying diverse suppliers in categories which have historically shown few, if any, diverse suppliers. The method of outreach will remain the same as outlined in section 10.1.3.



10.1.5

Plans for Encouraging Prime Contractors to Subcontract WMDVLGBTBE Suppliers

San Jose Water • G.O. #156 Sec. 10.1.5

In 2020, SJW sought to extend the Prime Supplier Program to additional suppliers within the top 80% of spend. In 2021, the number of prime suppliers reporting subcontracting reached an all-time high, with 14 prime suppliers reporting. In 2022, we will continue to maintain and grow the number of prime suppliers reporting subcontracting. We will continue our work to ensure policy and procedure documents are included in the new, centralized supply chain organization. This includes contract and RFP supplier diversity language standards, prime supplier diversity tracking and reporting requirements, standard supplier diversity weighting on all RFP bid evaluation forms, and SJW-specific supplier diversity requirements for centralized purchasing.

Based upon lessons learned in 2021, we will increase our communication with prime suppliers around reporting rules and requirements. This includes revising standard Prime Supplier reporting templates for easier reporting. SJW will utilize lessons learned from the pilot RFP scoring template (for construction/engineering) and incorporate changes to the RFP scoring strategy, as appropriate. SJW will require prime suppliers to submit subcontracting reports on a quarterly basis, at a minimum. Some suppliers will continue to report on a monthly basis.

10.1.6

Plans for Complying with WMDVLGBTBE Program Guidelines

San Jose Water • G.O. #156 Sec. 10.1.6

SJW will comply with all provisions and revisions of General Order 156. SJW works cooperatively with the Commission and its staff in the implementation of program objectives.

The USDP Program Director will continue to pro-actively work with USDP Champions to review, streamline, and improve policies that implement department goals and contract language to include diverse suppliers in all procurement.

GO 156 Section 1.3 Definitions**

TERM	Definition	Acronym	Certification
Minority-Owned Business Enterprises	Minority-owned business means (1) a business enterprise (a) that is at least 51% owned by a minority individual or group(s) or (b) if a publicly owned business, at least 51 % of the stock of which is owned by one or more minority groups, and (2) whose management and daily business operations are controlled by one or more of those individuals. The contracting utility shall presume that minority includes, but is not limited to, Black Americans, Hispanic Americans, Native Americans, Asian Pacific Americans, and other groups, as defined in the GO 156.	MBE	Supplier Clearinghouse
Woman-Owned Business Enterprises	Women-owned business means (1) a business enterprise (a) that is at least 51% owned by a woman or women or (b) if a publicly owned business, at least 51% of the stock of which is owned by one or more women; and (2) whose management and daily business operations are controlled by one or more of those individuals.	WBE	Supplier Clearinghouse
Women, Minority-Owned Business Enterprises	WMBE means a women-owned and/or minority-owned business enterprise.	WMBE	Supplier Clearinghouse
Lesbian, Gay, Bisexual, Transgender (LGBT) Business Enterprise	LGBT-owned business means (1) a business enterprise (a) that is at least 51% owned by a lesbian, gay, bisexual, or transgender person or persons or (b) if a publicly owned business, at least 51% of the stock of which is owned by one or more lesbian, gay, bisexual, or transgender persons; and (2) whose management and daily business operations are controlled by one or more of those individuals.	LGBTBE	Supplier Clearinghouse
Women, Minority, and/or LGBT-Owned Business Enterprises	WMLGBTBE means a women-owned, minority-owned and/or LGBT-owned business enterprise. Under these rules, a woman, a minority and/or an LGBT person owning such an enterprise must be either U.S. citizens or legal aliens with permanent residence status in the United States.	WMLGBTBE	Supplier Clearinghouse



GO 156 Section 1.3 Definitions**

TERM	Definition	Acronym	Certification
Disabled Veteran-Owned Business Enterprises	<p>Disabled Veteran-owned Business (1) is a sole proprietorship at least 51% owned by one or more disabled veterans or, in the case of a publicly owned business, at least 51% of its stock is owned by one or more disabled veterans; a subsidiary which is wholly owned by a parent corporation, but only if at least 51% of the voting stock of the parent corporation is owned by one or more disabled veterans; or a joint venture in which at least 51% of the joint venture's management and control and earnings are held by one or more disabled veterans. (2) the management and control of the daily business operations are by one or more disabled veterans. And (3) it is a sole proprietorship, corporation, or partnership with its home office located in the United States, which is not a branch or subsidiary of a foreign corporation, foreign firm, or other foreign-based business.</p> <p>Disabled veteran refers to a veteran of the military, naval or air service of the United States with a service-connected disability and who is a resident of the State of California.</p>	D VBE	DGS
Asian Pacific American	<p>Asian Pacific Americans-persons having origins in Asia or the Indian subcontinent, including, but not limited to, persons from Japan, China, the Philippines, Vietnam, Korea, Samoa, Guam, the U.S. Trust Territories of the Pacific, Northern Marianas, Laos, Cambodia, Taiwan, India, Pakistan, and Bangladesh.</p>	MBE	Supplier Clearinghouse
African American	<p>Black Americans-persons having origins in any black racial groups of Africa.</p>	MBE	Supplier Clearinghouse
Hispanic American	<p>Hispanic Americans-all persons of Mexican, Puerto Rican, Cuban, South or Central American, Caribbean, and other Spanish culture or origin.</p>	MBE	Supplier Clearinghouse
Native American	<p>Native Americans-persons having origin in any of the original peoples of North America or the Hawaiian Islands, in particular, American Indians, Eskimos, Aleuts, and Native Hawaiians.</p>	MBE	Supplier Clearinghouse
Other 8(a)	<p>Other groups, or individuals, found to be disadvantaged by the Small Business Administration pursuant to Section 8(a) of Small Business Act as amended (15 U.S.C. 637(a)), or the Secretary of Commerce pursuant to Section 5 of Executive Order 11625. May include non-WMDVLGBTBEs firms.</p>	8(a)	U.S. Small Business Administration

GO 156 Section 1.3 Definitions**

TERM	Definition	Acronym	Certification
Subcontracting	<p>"Subcontract" means any agreement or arrangement between a contractor and any party or person (in which the parties do not stand in the relationship of an employer and an employee):</p> <ol style="list-style-type: none"> 1. For the furnishing of supplies or services for the use of real or personal property, including lease arrangements, which, in whole or in part, is necessary to the performance of any one or more contracts; or 2. Under which any portion of the contractor's obligation under any one or more contracts is performed, undertaken or assumed. 	Tier 2 (Tier 3, etc. when applicable)	Supplier Clearinghouse, DGS & U.S. Small Business Administration

** These definitions are not proposed amendments to Section 1.3 of GO 156. The purpose of these definitions is to provide convenient reference in preparing GO 156 reports.





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