

2025 SUPPLIER DIVERSITY REPORT AND 2026 PLAN





PROCUREMENT WITH

WOMEN
MINORITY
DISABLED VETERAN
LESBIAN
GAY
BISEXUAL
TRANSGENDERED
PERSONS WITH DISABILITIES

BUSINESS ENTERPRISES

**Utility Supplier Diversity Report to the
California Public Utilities Commission (U-168-W)**

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In response to CPUC General Order 156

This filing complies with the requirements of California Public Utilities Commission (CPUC) General Order 156 and contains the 2025 Annual Report and the 2026 Annual Plan of SJWs Utility Supplier Diversity Program (USDSP). The annual report describes the program activities and results achieved by SJW for the period of January 1, 2025, through December 31, 2025.

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letter from our
President



On behalf of San Jose Water, I am pleased to present our 2025 Supplier Diversity Report and 2026 Plan.

This past year was truly historic for our company, marking our strongest supplier diversity performance to date and reaffirming our long-standing commitment to an inclusive and resilient supply chain.

In 2025, we achieved a supplier diversity spend of 38.7%—the highest on record for San Jose Water. This achievement was driven in large part by the early integration of supplier diversity into the planning and execution of our Advanced Metering Infrastructure (AMI) project. By building diversity into the project's structure from the beginning, we expanded competitive opportunities and deepened engagement with diverse firms across several sectors.

Our overall procurement activity also grew meaningfully in 2025, including significant increases in total spend, addressable spend, and diverse spend. These gains reflect both an expanding capital program and the continued strengthening of our sourcing strategy, which prioritizes partnerships with qualified diverse suppliers. We are proud of the new relationships we have formed and the existing ones we have expanded as part of this effort.

Looking ahead, we expect 2026 to continue this positive trajectory as we advance the next phases of the AMI deployment and identify additional opportunities for diverse supplier participation. This multi-year investment remains one of the most impactful avenues for supporting diverse businesses within our service area.

We continue to face challenges matching opportunities to capabilities within several underutilized categories. This remains a priority for us, and in 2026, we will expand outreach efforts, strengthen partnerships with community organizations, and enhance supplier discovery to help close these gaps.

Our commitment to supplier diversity is unwavering. We believe strongly that an inclusive supply chain strengthens our operations, drives innovation, and delivers economic benefits to the communities we serve. We are proud of our record-setting performance in 2025 and remain focused on continued progress in the coming year.

Thank you for your partnership and support as we work together to advance equitable economic opportunities across our region.

Tanya Moniz-Witten
President, San Jose Water

OUR MISSION

We sustain life by providing high-quality water and exceptional service while investing in the health and vitality of the communities we serve.

OUR VISION

Thriving local communities, built on reliable water and world-class service—today and for generations to come.

OUR VALUES



Do it right.

We uphold the highest standards of **integrity**. We make the right choices, even when they're hard, and foster a culture of transparency and accountability with **straight talk**.



Do it together.

We believe in the power of partnership—because we're stronger together. We respect each other's expertise and collaborate with **trust** and **teamwork** to create better outcomes for all.



Do it with heart.

We **serve** with **compassion**, positivity, and purpose. By actively listening, delivering solutions, and making a lasting impact, we strive to be a force for good in our communities and beyond.

2025 ANNUAL REPORT — SUMMARY OF PROGRAM AND HIGHLIGHTS

SJW is proud to report that in 2025, our continued commitment to the CPUC’s Utility Supplier Diversity Program delivered outstanding results. Through strong executive leadership, the dedication of Supplier Diversity Champions, and the ongoing success of the Prime Supplier Program, SJW exceeded the CPUC’s diverse spend goal of 23%, achieving a record high 38.7% overall diverse business utilization. This milestone reflects the company’s unwavering commitment to expanding opportunities for diverse businesses and supporting the long-term strength of the communities we serve.

From 2024 to 2025, San Jose Water experienced strong year-over-year growth across most procurement and supplier diversity performance metrics. Total Procurement Spend increased by **19%**, while Total Addressable Spend grew by **34%**. Importantly, diversity spend growth significantly outpaced overall spend growth by growing **58%**.

Overall spend with diverse suppliers increased by **58%**, driven by substantial gains in Direct Diverse Spend (**65%**) and Subcontracting Diverse Spend (**13%**). Notable increases were also realized in Total Minority Business Enterprise (MBE) spend (**41%**) and Total Women-Owned Business Enterprise (WBE) spend (**97%**), reflecting continued progress in priority diversity categories.

Several areas experienced declines during this period. Disabled Veteran Business Enterprise (DVBE) spend decreased by **81%**, primarily due to a reduction in diverse subcontracting reported by a prime supplier rather than a broad disengagement from DVBE firms. Additionally, the Total Number of Diverse Suppliers declined by **18%**, and the Total Number of Direct Suppliers declined by **20%**. While the reduction in direct diverse suppliers was not significant in absolute terms, it remains an area of focus moving forward.

The Total Number of Subcontractors remained unchanged year over year, as did LGBT spend. LGBT participation continued to be a challenge in 2025 and remains an identified opportunity area for targeted outreach and supplier development efforts.

Despite these challenges, SJW exceeded the California Public Utilities Commission (CPUC) overall diverse spend goal of **23%**, as well as the **MBE spend goal of 15%** and the **WBE spend goal of 5%**. SJW fell short of the **DVBE (1.5%)** and **LGBT (1.5%)** spend goals, reinforcing the need for continued focus in these categories.

IN ADDITION TO
**EXCEEDING THE CPUC
DIVERSE SPEND GOAL
OF 23%**, WE ARE VERY
PLEASED TO REPORT
THAT WE EXCEEDED
THE FOLLOWING CPUC
SUB-GOALS:

20.4%	18.1%
WBE SPEND	MBE SPEND
\$50.0M	\$44.5M

DVBE and LGBT spend were a challenge in 2025 and remain an area of focus in our 2026 supplier diversity plan.

WBE
Women-Owned
Business Enterprises

MBE
Minority-Owned
Business Enterprises

WMBE
Women, Minority-Owned
Business Enterprises

DVBE
Disabled Veteran-Owned
Business Enterprises

LGBTBE
Lesbian, Gay, Bisexual, Transgender
Business Enterprise

PDDBE
Persons with Disabilities
Business Enterprises

2025 ANNUAL REPORT — SUMMARY OF PROGRAM AND HIGHLIGHTS *(cont'd)*

The positive results outlined in 2025 continue to be possible through intentional focus on our supplier diversity program in the following areas:



EXECUTIVE LEADERSHIP

Leadership at all levels has a strong focus on diversity and continues to drive a diverse culture within the company. Decision makers routinely contact the Supplier Diversity Director for support of upcoming bids.



CHAMPION'S NETWORK

Supplier Diversity Champions represent supplier diversity within their business units. Changes/updates in the supplier diversity program are communicated to business unit champions who communicate further within the organization. Additionally, upcoming projects and bid opportunities are communicated to the Supplier Diversity Director who performs a search for diverse businesses whose capabilities match the opportunity.



PRIME SUPPLIER PROGRAM

The Prime Supplier Program continues to be an integral part of the SJW supplier diversity strategy. In 2025, the Prime Supplier Program contributed \$9.4M of diverse subcontracting, representing 10% of SJW's overall supplier diversity results.

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

SUPPLIER DIVERSITY AT A GLANCE



\$245.7M

ADDRESSABLE SPEND



38.7%

TOTAL DIVERSE SPEND PERCENTAGE



\$95.1M

TOTAL AMOUNT
OF DIVERSE SPEND



\$85.7M

TOTAL AMOUNT
OF DIRECT SPEND



\$9.4M

TOTAL AMOUNT OF
SUBCONTRACTING SPEND



33

TOTAL NUMBER
OF DIRECT DIVERSE
SUPPLIERS



27

TOTAL AMOUNT
OF SUBCONTRACTING
DIVERSE SUPPLIERS



56

TOTAL UNIQUE DIVERSE
SUPPLIERS WITHIN THE
SUPPLIER DIVERSITY PROGRAM

SJW'S 2025 USDP HIGHLIGHTS

CPUC GOALS

For the sixth consecutive year, SJW exceeded CPUC goals in the following categories:

OVERALL
GOAL: 23%
SPEND: 38.7%

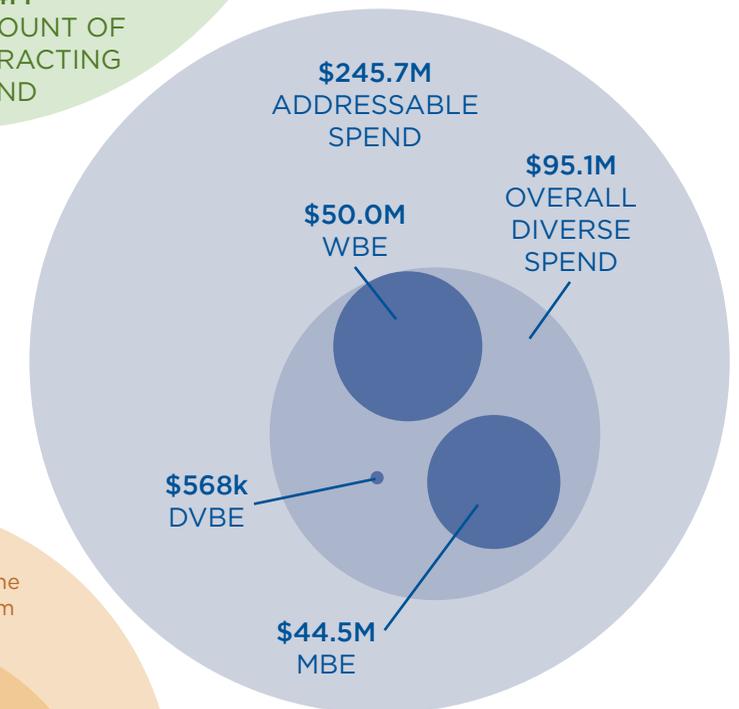
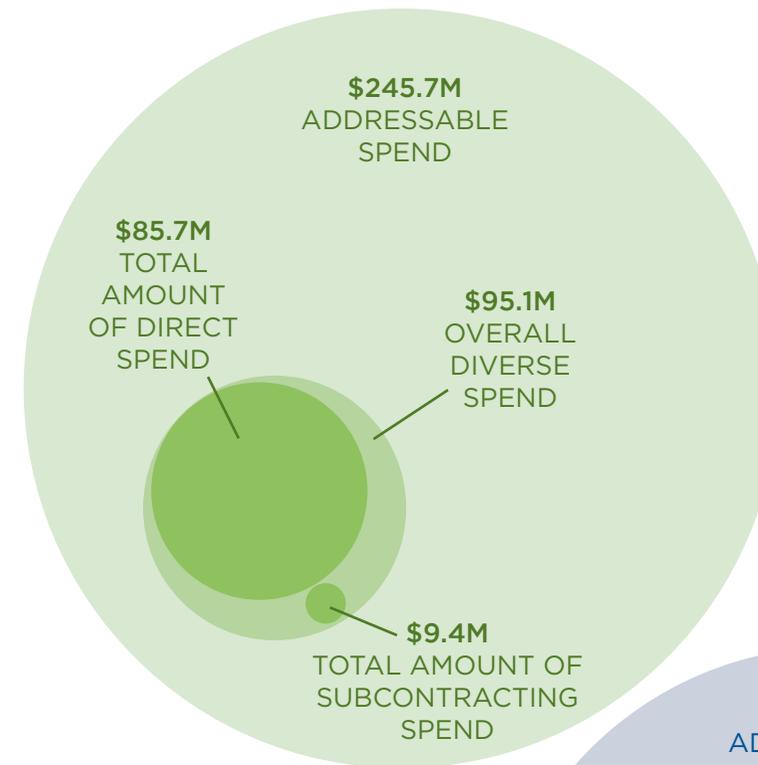
MBE
GOAL: 15%
SPEND: 18.1%

WBE
GOAL: 5%
SPEND: 20.4%



Program Baseline Statistics

	2024	2025	'24-'25 Change
TOTAL PROCUREMENT SPEND	\$462.8M	\$549.4M	19%
Total addressable spend	\$183.6M	\$245.7M	34%
Overall spend with diverse suppliers	\$60.1M	\$95.1M	58%
Direct spend with diverse suppliers	\$51.7M	\$85.7M	66%
Prime Supplier Program, subcontracting with diverse suppliers	\$8.3M	\$9.4M	13%
Total Minority Business Enterprise (MBE) Spend	\$31.7M	\$44.5M	41%
Total Women Business Enterprise (WBE) Spend	\$25.4M	\$50.0M	97%
Total Disabled Veteran Business Enterprise (DVBE) Spend	\$3.0M	\$568k	-81%
Total Lesbian, Gay, Bisexual, Transgendered Business Enterprise Spend (LGBTBE) Spend	-	-	-
Total number of unique diverse suppliers within the SJW Supplier Diversity Program	68	56	-18%
Number of diverse suppliers doing business directly with SJW	41	33	-20%
Number of diverse suppliers doing business with SJW through subcontracting	27	27	0%



Description of WMDVLGBTBE Program Activities during the Previous Calendar Year

In 2025, remote and hybrid work environments continued to shape how organizations engage with employees, suppliers, and community partners. Despite reduced in-person interaction across many industries, SJW remained intentional in maintaining strong connections with diverse suppliers and community stakeholders, ensuring that physical distance did not diminish meaningful engagement or impact.

The broader external landscape surrounding diversity, equity, and inclusion continued to evolve throughout the year. Shifts in sentiment and changes in policy emphasis—particularly impacting organizations with federal government contracts—created uncertainty and, in some cases, reduced participation in DEI-related initiatives. Against this backdrop, SJW remained steadfast in its commitment to supplier diversity and continued support of California Public Utilities Commission General Order 156. Our program remained anchored in the belief that inclusive procurement strengthens both our business and the communities we serve.

Many Community Based Organizations (CBOs) experienced increased strain in 2025 as traditional sources of corporate funding and sponsorship became more limited. This reduction in external support heightened the importance of consistent and value-driven partnerships. As a result, SJW's engagement with CBOs throughout the year proved especially impactful, providing stability, visibility, and advocacy during a challenging period for many organizations.

SJW maintained an active presence across a wide range of CBO activities in 2025. Company representatives participated not only as attendees, but also as presenters, panelists, advisory board members, and board of director participants. These engagements reinforced SJW's role as a committed partner and trusted collaborator within the supplier diversity and community development ecosystem.

In addition to sustained engagement, SJW increased its financial support of several local Community Based Organizations in 2025. These investments reflected a deliberate effort to ensure that critical programs, networking opportunities, and capacity-building initiatives could continue despite broader funding pressures. Collectively, these actions reaffirmed SJW's long-standing commitment to supplier diversity, community partnership, and equitable economic opportunity.

Board of Directors Data

Board of Directors data can be found in the San Jose Water Annual Report.

Description of WMDVLGBTBE Program Activities during the Previous Calendar Year *(cont'd)*

Internal/External Activities

Throughout the year, San Jose Water (SJW) continued to strengthen its internal supplier diversity infrastructure while deepening its engagement with regional Community Based Organizations (CBOs) that support the growth and sustainability of diverse businesses. These efforts reflected a deliberate focus on both compliance excellence and meaningful community partnership.

SJW increased its direct support of key regional CBOs, with particular emphasis on the Women's Business Enterprise Council - Pacific (WBEC Pacific), the Western Region Minority Supplier Development Council (WRMSDC), and the United States Pan Asian American Chamber of Commerce - West (USPAACC West). These organizations play a critical role in certifying, developing, and connecting diverse suppliers within the Bay Area and broader Western region. SJW's enhanced engagement included sponsorships, participation in programming, and ongoing collaboration to expand access and opportunities for diverse suppliers.

In 2025, SJW further demonstrated its commitment to community impact by sponsoring and chairing USPAACC West's first annual golf tournament fundraiser. This inaugural event successfully raised over \$20,000 that resulted in four scholarships awarded to Bay Area students pursuing continuing education. SJW's leadership and active involvement in this effort underscored the company's belief in investing not only in diverse businesses, but also in the long-term educational and economic success of the communities it serves.

From an operational standpoint, SJW continued its partnership with Astute Tax and Accounting Services, LLC to support critical supplier diversity compliance and program management functions. Astute remained instrumental in managing the completion of CPUC reporting templates, administering the SJW Prime Supplier Program subcontracting initiative, and monitoring the certification status of diverse suppliers to ensure continued compliance with CPUC requirements. In addition, Astute supported SJW in maintaining adherence to the findings and process improvements identified in the 2023 CPUC Supplier Diversity Audit, helping to reinforce accuracy, consistency, and transparency across all reporting activities.

Recognizing significant workforce turnover across the organization, SJW placed additional emphasis on internal education in 2025. Supplier Diversity 101 presentations were delivered to various business units to reinforce awareness of General Order 156 requirements, internal processes, and the role each department plays in supporting supplier diversity objectives. These sessions helped ensure continuity of knowledge, alignment across teams, and consistent application of supplier diversity practices despite organizational changes.

Beyond these targeted initiatives, SJW sustained broad participation and support across a wide range of CBOs representing all diverse supplier categories. Company representatives remained actively involved as event attendees, presenters, panel participants, advisory board members,



and board members. This involvement was complemented by the continued provision of financial support to select organizations, reinforcing SJW's role as a reliable and engaged partner within the supplier diversity ecosystem.

Collectively, these internal activities reflect San Jose Water's ongoing commitment to supplier diversity as both a regulatory responsibility and a core business value—one that strengthens internal processes, supports diverse suppliers, and delivers measurable benefits to the communities SJW serves.

Description of Program Activities during the Previous Calendar Year *(cont'd)*

Leadership and Governance Involvement

In 2025, SJW's Director of Supplier Diversity held several leadership and advisory roles within key Community Based Organizations (CBOs), reflecting SJW's commitment to active engagement and sector leadership. These roles included:

- Board of Directors for the Women's Business Enterprise Council (WBEC) – Pacific
- Advisory Board Member for the American Indian Chamber of Commerce (AICOC)
- Advisory Board Member for the National Utility Diversity Council (NUDC)
- Golf Committee Chair for United States Pan Asian American Chamber of Commerce (USPAACC) – Western Region

Through these positions, SJW contributed to governance, strategic planning, and program development efforts that support the advancement of diverse business enterprises.

CBO Outreach, Tradeshows, Conferences and Engagement Activities

SJW actively enhances its supplier diversity outreach through ongoing participation in Community Based Organization (CBO) events that foster collaboration with Diverse Business Enterprises (DBEs) at the local, state, and national levels. Building and maintaining strong relationships with CBOs—while developing an understanding of their unique missions, member capabilities, and supplier development objectives—is a critical component of advancing diverse spend at SJW.

SJW works closely with other California Water Association (CWA) members through participation in the Utility Supplier Diversity Program (USDP) committee. Representing the CWA USDP, SJW regularly engages in CBO meetings, tradeshows, matchmaking sessions, and conferences. The Director of Supplier Diversity plays an active role in these events by providing financial support, serving as a panelist or presenter, and participating as an attendee to share insights, promote best practices, and support diverse supplier engagement.

Noteworthy Organizations Supported:

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

Additionally, SJW's Director of Supplier Diversity actively participates in the CPUC joint utilities organization, supporting collaboration and alignment among regulated utilities on supplier diversity best practices and compliance initiatives.

WMDVLGBTBE Annual Results by Ethnicity

		DIRECT SPEND ¹	SUB SPEND ²	TOTAL \$	%
Minority Male	African American	\$87,500	\$0	\$87,500	0.04%
	Asian Pacific American	\$612,613	\$20,682	\$633,295	0.26%
	Hispanic American	\$40,193,195	\$3,589,724	\$43,782,919	17.82%
	Native American	\$0	\$7,511	\$7,511	0.00%
	Total Minority Male	\$40,893,308	\$3,617,916	\$44,511,224	18.12%
Minority Female	African American	\$0	\$0	\$0	0.00%
	Asian Pacific American	\$0	\$0	\$0	0.00%
	Hispanic American	\$0	\$0	\$0	0.00%
	Native American	\$0	\$0	\$0	0.00%
	Total Minority Female	\$0	\$0	\$0	0.00%
Total Minority Business Enterprise (MBE)		\$40,893,308	\$3,617,916	\$44,511,224	18.12%
Women Business Enterprise (WBE)		\$44,526,494	\$5,497,030	\$50,023,524	20.36%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$0	\$0	\$0	0.00%
Disabled Veteran Business Enterprise (DVBE)		\$266,642	\$300,952	\$567,595	0.23%
Persons with Disabilities Business Enterprise (PDBE)		\$0	\$0	\$0	0.00%
8(a)*		\$0	\$0	\$0	0.00%
Total Supplier Diversity Spend		\$85,686,444	\$9,415,899	\$95,102,343	38.71%
Net Procurement**		\$245,661,174			

NOTES:

*Firms classified as 8(a) by the Small Business Administration include non-diverse.

**Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

¹ Direct means Direct Procurement — when a utility directly procures from a supplier.

² Sub means Subcontractor Procurement — when a prime contractor, in contract with a utility, procures from a subcontractor to fulfill its contractual obligation(s).

% = Percentage of Net Procurement.

Totals may not add due to rounding.

WMDVLGBTBE Direct Procurement by Product and Service Categories

		PRODUCT		SERVICE		TOTAL	
		\$	%	\$	%	\$	%
Minority Male	African American	\$0	0.00%	\$87,500	0.04%	\$87,500	0.04%
	Asian Pacific American	\$0	0.00%	\$612,613	0.25%	\$612,613	0.25%
	Hispanic American	\$112,289	0.05%	\$40,080,906	16.32%	\$40,193,195	16.36%
	Native American	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Total Minority Male	\$112,289	0.05%	\$40,781,019	16.60%	\$40,893,308	16.65%
Minority Female	African American	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Asian Pacific American	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Hispanic American	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Native American	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Total Minority Female	\$0	0.00%	\$0	0.00%	\$0	0.00%
Total Minority Business Enterprise (MBE)		\$112,289	0.05%	\$40,781,019	16.60%	\$40,893,308	16.65%
Women Business Enterprise (WBE)		\$23,730,208	9.66%	\$20,796,286	8.47%	\$44,526,494	18.13%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$0	0.00%	\$0	0.00%	\$0	0.00%
Disabled Veteran Business Enterprise (DVBE)		\$266,642	0.11%	\$0	0.00%	\$266,642	0.11%
Persons with Disabilities Business Enterprise (PDBE)		\$0	0.00%	\$0	0.00%	\$0	0.00%
8(a)*		\$0	0.00%	\$0	0.00%	\$0	0.00%
Total Supplier Diversity Spend		\$24,109,139	9.81%	\$61,577,305	25.07%	\$85,686,444	34.88%
Net Procurement**		\$245,661,174					
Net Product Procurement		\$184,080,973					
Net Service Procurement		\$61,580,200					
Total Number of Diverse Suppliers that Received Direct Spend		33					

NOTES:

*Firms classified as 8(a) by the Small Business Administration include non-diverse.

**Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

1 Direct means Direct Procurement – when a utility directly procures from a supplier.

2 Sub means Subcontractor Procurement – when a prime contractor, in contract with a utility, procures from a subcontractor to fulfill its contractual obligation(s).

% = Percentage of Net Procurement.

Totals may not add due to rounding.

WMDVLGBTBE Subcontractor Procurement by Product and Service Categories

		PRODUCT		SERVICE		TOTAL	
		\$	%	\$	%	\$	%
Minority Male	African American	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Asian Pacific American	\$0	0.00%	\$20,682	0.01%	\$20,682	0.01%
	Hispanic American	\$112,430	0.05%	\$3,477,294	1.42%	\$3,589,724	1.46%
	Native American	\$0	0.00%	\$7,511	0.00%	\$7,511	0.00%
	Total Minority Male	\$112,430	0.05%	\$3,505,486	1.43%	\$3,617,916	1.47%
Minority Female	African American	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Asian Pacific American	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Hispanic American	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Native American	\$0	0.00%	\$0	0.00%	\$0	0.00%
	Total Minority Female	\$0	0.00%	\$0	0.00%	\$0	0.00%
Total Minority Business Enterprise (MBE)		\$112,430	0.05%	\$3,505,486	1.43%	\$3,617,916	1.47%
Women Business Enterprise (WBE)		\$1,547,327	0.63%	\$3,949,703	1.61%	\$5,497,030	2.24%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$0	0.00%	\$0	0.00%	\$0	0.00%
Disabled Veteran Business Enterprise (DVBE)		\$258,266	0.11%	\$42,686	0.02%	\$300,952	0.12%
Persons with Disabilities Business Enterprise (PDBE)		\$0	0.00%	\$0	0.00%	\$0	0.00%
8(a)*		\$0	0.00%	\$0	0.00%	\$0	0.00%
Total Supplier Diversity Spend		\$1,918,024	0.78%	\$7,497,875	3.05%	\$9,415,899	3.83%
Net Procurement**		\$245,661,174					
Net Product Procurement		\$1,918,024					
Net Service Procurement		\$7,497,875					
Total Number of Diverse Subcontractors		27					

NOTES:

*Firms classified as 8(a) by the Small Business Administration include non-diverse.

**Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

1 Direct means Direct Procurement – when a utility directly procures from a supplier.

2 Sub means Subcontractor Procurement – when a prime contractor, in contract with a utility, procures from a subcontractor to fulfill its contractual obligation(s).

% = Percentage of Net Procurement.

Totals may not add due to rounding.

WMDVLGBTBE Procurement by Standard Industrial Categories (cont.)

SIC CODE*	AFRICAN AMERICAN		ASIAN PACIFIC AMERICAN		HISPANIC AMERICAN		NATIVE AMERICAN		MINORITY BUSINESS ENTERPRISE (MBE)	WOMEN BUSINESS ENTERPRISE (WBE)	LESBIAN, GAY, BISEXUAL, TRANSGENDER BUSINESS ENTERPRISE (LGBTBE)	DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)	PERSONS WITH DISABILITIES BUSINESS ENTERPRISE (DBE)	8(a)**	TOTAL SUPPLIER DIVERSITY SPEND	TOTAL PROCUREMENT
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE								
72	\$0	\$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%	0.00%
73	\$0	\$0	\$145,248	\$0	\$54,509	\$0	\$0	\$0	\$199,757	\$1,989,603	\$0	\$0	\$0	\$0	\$2,189,359	\$12,073,791
	0.00%	0.00%	0.06%	0.00%	0.02%	0.00%	0.00%	0.00%	0.08%	0.81%	0.00%	0.00%	0.00%	0.00%	0.89%	4.91%
75	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,812	\$0	\$0	\$0	\$0	\$55,811.99	\$68,854
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%	0.00%	0.00%	0.00%	0.02%	0.03%
76	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,486	\$0	\$0	\$0	\$0	\$3,486	\$575,653
	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%	0.23%
78	\$0	\$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%	0.00%
79	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,284
	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%	0.00%
80	\$0	\$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%	0.00%
81	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$598,358
	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%	0.24%
82	\$0	\$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%	0.00%
83	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,925
	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%	0.00%
86	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
	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%	0.00%
87	\$0	\$0	\$467,366	\$0	\$0	\$0	\$0	\$0	\$467,366	\$980,301	\$0	\$0	\$0	\$0	\$1,447,667	\$15,426,317
	0.00%	0.00%	0.19%	0.00%	0.00%	0.00%	0.00%	0.00%	0.19%	0.40%	0.00%	0.00%	0.00%	0.00%	0.59%	6.28%
88, 89	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$85,250	\$0	\$0	\$0	\$0	\$85,250	\$99,437
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	0.03%	0.04%
92	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$224,401
	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%	0.09%
93	\$0	\$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%	0.00%
94	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,526
	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%	0.00%
95	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,866	\$0	\$0	\$0	\$0	\$41,866.30	\$41,866
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%	0.00%	0.00%	0.00%	0.02%	0.02%
96	\$0	\$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%	0.00%
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,151,364	\$40,759,977
	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%	0.88%	16.59%
TOTAL	\$0	\$0	\$633,295	\$0	\$43,593,134	\$0	\$7,511	\$0	\$44,233,940	\$38,733,545	\$0	\$567,595	\$0	\$0	\$85,686,444	\$245,661,174
	0.00%	0.00%	0.26%	0.00%	17.75%	0.00%	0.00%	0.00%	18.01%	15.77%	0.00%	0.23%	0.00%	0.00%	34.88%	100.00%
NET PROCUREMENT***		\$245,661,174														

NOTES:

*SIC (Standard Industrial Classification) Code Definitions are on page 37.

**Firms classified as 8(a) by the Small Business Administration include non-diverse.

***Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

1 Direct means Direct Procurement – when a utility directly procures from a supplier.

2 Sub means Subcontractor Procurement – when a prime contractor, in contract with a utility, procures from a subcontractor to fulfill its contractual obligation(s).

% = Percentage of Net Procurement.

Totals may not add due to rounding.

9.1.2

Number of WMDVLGBTBE Suppliers and Revenue Reported to the Clearinghouse

NUMBER OF DIVERSE SUPPLIERS DATA														
Revenue Reported to the Supplier Clearinghouse								Utility-Specific 2025 Summary						
Number of Diverse Suppliers	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL
Under \$1 million	8	18	0	4	0	0	30	15	35	0	4	0	0	54
Under \$5 million	4	7	0	0	0	0	11	1	3	0	0	0	0	4
Under \$10 million	0	4	0	0	0	0	4	0	0	0	0	0	0	0
Above \$10 million	6	5	0	0	0	0	11	1	3	0	0	0	0	4
Total	18	34	0	4	0	0	56	17	41	0	4	0	0	62

REVENUE AND PAYMENT DATA														
Revenue Reported to the Supplier Clearinghouse								Utility-Specific 2025 Summary						
Number of Diverse Suppliers	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL
Under \$1 million	\$176,000	\$7,873,538	\$0	\$0	\$0	\$0	\$8,049,538	\$2,115,393	\$6,095,048	\$0	\$567,595	\$0	\$0	\$8,778,035
Under \$5 million	\$9,991,722	\$13,828,204	\$0	\$0	\$0	\$0	\$23,819,926	\$3,140,604	\$5,109,098	\$0	\$0	\$0	\$0	\$8,249,702
Under \$10 million	\$0	\$24,732,502	\$0	\$0	\$0	\$0	\$24,732,502	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Above \$10 million	\$625,334,448	\$13,926,405,005	\$0	\$0	\$0	\$0	\$14,551,739,453	\$39,255,227	\$38,819,379	\$0	\$0	\$0	\$0	\$78,074,606
Total	\$635,502,170	\$13,972,839,249	\$0	\$0	\$0	\$0	\$14,608,341,419	\$44,511,224	\$50,023,524	\$0	\$567,595	\$0	\$0	\$95,102,343

NOTES:

*Firms classified as 8(a) by the Small Business Administration include non-diverse.

The tables above represent data for direct spend only.

Totals may not add due to rounding.

9.1.2

Description of Number of WMDVLGBTBE Suppliers with California Majority Workforce

In 2025, SJW conducted business directly with 46 diverse companies headquartered in California with a total workforce over 1,500 employees and a total revenue of over \$800M. The average revenue for a supplier within this dataset is \$17.2M. SJW spent \$89,926,873 with California-based suppliers in 2025.

The average percentage of the workforce for all diverse direct suppliers and subcontractors that reside in California could not be determined at this time. 2026 plans include analyzing resources, processes and system changes required to obtain this data.

9.1.3

WMDVLGBTBE Program Expenses

EXPENSE CATEGORY	YEAR (ACTUAL)
Wages	\$208,743
Other Employee Expenses	\$0
Program Expenses	\$95,000
Reporting Expenses	\$7,500
Training Expenses	\$0
Consultant Expenses	\$2,394
Other Expenses	\$18,768
Total	\$332,405

Description of Progress in Meeting or Exceeding Set Goals

SJW’s diverse business utilization for 2025 reached 38.7%, significantly exceeding the 23% overall goal established by the California Public Utilities Commission (CPUC). In addition, SJW met and exceeded the CPUC sub goals for both Women-Owned Business Enterprise (WBE) and Minority Business Enterprise (MBE) spend. Several key factors contributed to SJW’s ability to surpass these goals:

- A continued concentration of spend with SJW’s largest diverse construction supplier, Lewis & Tibbitts, contributed materially to overall diverse utilization.
- A supplier diversity strategy established several years ago for the Advanced Metering Infrastructure (AMI) project continued to yield strong results, enabling significant and sustained diverse supplier participation.
- SJW’s Total Addressable Spend increased by 33% in 2025, while diverse spend grew by 58%, demonstrating that diversity spend growth outpaced overall spend growth.
- WBE spend reached 20%, substantially exceeding the CPUC goal of 5%.
- MBE spend reached 18%, surpassing the CPUC goal of 15%.
- Direct spend with diverse suppliers increased by 65% year over year.
- Subcontracting spend increased by 13% and represented 10% of total diverse spend, further supporting overall utilization.

Collectively, these results reflect both the effectiveness of SJW’s long-term supplier diversity strategies and the successful execution of targeted initiatives that continue to drive diverse supplier participation well above regulatory benchmarks.

Category	2025 Result %	2025 Goal %
Minority Male Business Enterprise	18.12%	
Minority Female Business Enterprise	0.00%	
Minority Business Enterprise (MBE)	18.12%	15.00%
Women Business Enterprise (WBE)	20.36%	5.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.00%	1.50%
Disabled Veteran Business Enterprise (DVBE)	0.23%	1.50%
Persons with Disabilities Business Enterprise (DBE)		n/a
Total	38.71%	23.00%

NOTES:
% = Percentage of Net Procurement.

Description of Prime Contractor Utilization of WMDVLGBTBE Subcontractors

In 2025, prime supplier subcontracting with diverse suppliers remained relatively stable, increasing from \$8.3 million in 2024 to \$9.4 million in 2025. This subcontracting activity represented approximately 10% of SJW’s total diverse spend for the year.

The Director of Supplier Diversity, in collaboration with Supplier Diversity Champions and sourcing personnel, continues to work closely with prime suppliers to enhance the utilization of diverse businesses. SJW actively encourages its prime suppliers to evaluate their subcontracting practices and identify additional opportunities to expand diverse supplier participation across projects and service areas.

Category	New Prime Contractors #	New Subcontractors #
Minority Male Business Enterprise	4	1
Minority Female Business Enterprise	0	0
Total Minority Business Enterprise (MBE)	4	1
Women Business Enterprise (WBE)	12	1
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0	0
Disabled Veteran Business Enterprise (DVBE)	0	0
Persons with Disabilities Business Enterprise (DBE)	0	0
8(a)	0	0
Total	16	2

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 Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL Supplier Diversity Spend
Direct \$	\$40,893,308	\$0	\$40,893,308	\$44,526,494	\$0	\$266,642	\$0	\$0	\$85,686,444
Sub \$	\$3,617,916	\$0	\$3,617,916	\$5,497,030	\$0	\$300,952	\$0	\$0	\$9,415,899
TOTAL \$	\$44,511,224	\$0	\$44,511,224	\$50,023,524	\$0	\$567,595	\$0	\$0	\$95,102,343
Direct %	16.65%	0.00%	16.65%	18.13%	0.00%	0.11%	0.00%	0.00%	34.88%
Sub %	1.47%	0.00%	1.47%	2.24%	0.00%	0.12%	0.00%	0.00%	3.83%
TOTAL %	18.12%	0.00%	18.12%	20.36%	0.00%	0.23%	0.00%	0.00%	38.71%
Net Procurement **			\$245,661,174						

In-State Prime Contractor Utilization of Diverse Subcontractors (California Domiciled)									
	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (DBE)	8(a)*	TOTAL Supplier Diversity Spend
In-State Direct \$	40,825,287	\$0	\$40,825,287	43,104,553	\$0	266,642	\$0	\$0	\$84,196,483
In-State Sub \$	3,341,288	\$0	\$3,341,288	4,196,730	\$0	258,266	\$0	\$0	\$7,796,284
TOTAL \$	44,166,575	\$0	44,166,575	47,301,283	\$0	524,908	\$0	\$0	\$91,992,767
In-State Direct %	16.62%	0.00%	16.62%	17.55%	0.00%	0.11%	0.00%	0.00%	34.27%
In-State Sub %	1.36%	0.00%	1.36%	1.71%	0.00%	0.11%	0.00%	0.00%	3.17%
TOTAL %	17.98%	0.00%	17.98%	19.25%	0.00%	0.21%	0.00%	0.00%	37.45%
Net Procurement **			\$245,661,174						

NOTES:

*8(a) - Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTBDBE.

Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).

** Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

Direct - Means Direct Procurement: when a utility directly procures from a supplier.

Sub - Means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfil its contractual obligation(s).

9.1.6

A List of Complaints Received and Current Status

SJW did not receive any formal complaints about the USDP in 2025.

9.1.7

Description of Efforts to Recruit Suppliers in Low-Utilization Categories

SJW is committed to increasing participation of diverse suppliers (WMDVLGBTBEs) within low-utilization spend categories. To advance this commitment, SJW has implemented intentional strategies designed to expand access, remove barriers, and increase representation across these supplier groups.

- **Identifying Gaps and Opportunities:** SJW regularly analyzes its procurement data to identify categories with low-utilization of WMDVLGBTBE suppliers. Once identified, SJW works proactively to align sourcing opportunities with the capabilities and service offerings of qualified diverse suppliers.
- **Targeted Outreach and Engagement:** SJW actively participates in outreach efforts aimed at increasing awareness and engagement among WMDVLGBTBE suppliers. This includes participation in networking events, trade shows, and matchmaking sessions hosted by Community Based Organizations (CBOs), as well as attendance at industry-specific conferences designed to connect diverse suppliers with procurement opportunities.
- **Supplier Development and Capacity Building:** To address utilization gaps, SJW provides mentoring and development support to WMDVLGBTBE suppliers operating in low-utilization categories through programs such as the CWA W.A.T.E.R. 1.0 and Meet the Primes initiatives. These programs offer guidance on procurement processes, bid readiness, and prime subcontracting opportunities, helping suppliers strengthen their ability to compete for SJW contracts.
- **Collaboration with Community Business Organizations:** SJW works closely with Community Based Organizations that focus on advocacy, certification, and business development for diverse suppliers. These partnerships enhance SJW's ability to identify qualified suppliers, support supplier development, and sustain long-term engagement across diverse business communities.

9.1.8

Retention of All Documents / Data

SJW maintains all records and supporting documentation required for the preparation of the Utility Supplier Diversity Report submitted to the California Public Utilities Commission (CPUC). These records are retained for a minimum of three years, or longer in accordance with SJW's document retention policies, and are available for review upon request by the CPUC.

9.1.11

WMDVLGBTBE Fuel Procurement

Not applicable.

CAPACITY BUILDING AND TECHNICAL ASSISTANCE

CWA W.A.T.E.R. 1.0 | Water Acumen Training Entrepreneur Refinement



At the California Water Association (CWA), collaboration with diverse vendors across the state drives innovation, strengthens the industry, and ultimately enhances service for ratepayers.

The CWA Utility Supplier Diversity Program (USDP) leads this effort through robust outreach initiatives designed to connect diverse vendors to opportunities and prepare them to engage effectively with decision makers throughout the water industry. Among these initiatives is CWA W.A.T.E.R.

1.0—Water Acumen Training Entrepreneur Refinement, a cornerstone capacity building program.

Now in its fourth year, the highly successful W.A.T.E.R. 1.0 program brought together several vendors offering a wide range of services, from construction site brush clearing and water conservation enforcement to cybersecurity and data protection. The 2025 cohort participated in three intensive sessions held on August 5, August 12, and August 26, 2025.

Over the course of these sessions, participants experienced meaningful “before and after” transformations as they refined their business messaging to better resonate with utility buyers. Vendors learned how to identify forecasted opportunities by analyzing rate cases and annual reports, equipping them with practical tools to pursue utility contracts more strategically. The cohort was hosted at Suburban Water Systems’ corporate office.

Beyond knowledge building, the program emphasized direct access to industry leaders. The W.A.T.E.R. 1.0 experience culminated in a vendor showcase that connected participants with buyers from California Water Service, Suburban Water Systems, California American Water, San Gabriel Valley Water, Liberty Utilities, and Golden State Water. Vendors delivered refined 60-second introductions, enabling buyers to clearly understand how each vendor could add value to their specific projects.

The impact of CWA W.A.T.E.R. 1.0 continues well beyond the classroom. Program alumni have collectively secured millions of dollars in utility contracts, demonstrating the program’s effectiveness in building capacity, fostering connections, and expanding opportunities for diverse businesses across the utility industry.



CWA Meet the Primes

The 2025 CWA Meet The Primes (MTP) session took place on October 14 from 8:00 a.m. to 11:00 a.m. at the WRD Albert Robles Center for Water Recycling and Environmental Learning (ARC). This year's event centered on facilitating meaningful introductions between diverse suppliers and the prime suppliers representing each water company within the California Water Association.

A highlight of the program was the presentation of the First Annual Melanie Rae Award, created to honor individuals who embody the spirit and legacy of Melanie Rae. The inaugural award was presented to Lee Ann Davis, owner of Promoventures, in recognition of her outstanding commitment to supporting and uplifting the diverse supplier community.



SAVE THE DATE
MEET THE PRIMES
TAPPING INTO OPPORTUNITIES

October 14, 2025 | 8AM-11:30AM
Water Replenishment District Albert Robles Center
4320 San Gabriel River Parkway Pico Rivera, CA 9066

Registration Opening Soon!

CWA
CALIFORNIA WATER ASSOCIATION

SAN GABRIEL VALLEY
WATER COMPANY

SJW SAN JOSE WATER

Suburban Water Systems

Liberty

CALIFORNIA AMERICAN WATER
WE KEEP LIFE FLOWING

CALIFORNIA WATER SERVICE

Golden State Water Company
A Subsidiary of American States Water Company

SUCCESS STORIES

Concord Environmental Energy, Inc. | A Strategic Partner Powering SJW's AMI Transformation

Concord Environmental Energy, Inc. has played a pivotal role in advancing San Jose Water's Advanced Metering Infrastructure (AMI) program, serving as a trusted partner from the earliest stages of planning through large scale deployment. From the outset, Concord was integrated into SJW's strategy with a shared commitment to operational excellence, innovation, and supplier diversity.

The partnership formally began with the execution of the AMI agreement in December 2023, followed by Concord's onboarding activities in February 2024. This early engagement ensured that supplier diversity was embedded into the foundation of the program, rather than introduced later in the process. By July 2024, Concord had begun full AMI deployment, translating months of preparation, training, and coordination into action in the field.

The AMI deployment plan, initially designed as a 39-month program, allocated six months for collaborative workshops focused on SOP development, joint process design, onboarding, workforce training, warehouse acquisition, staffing, and receipt of initial materials. This was followed by 33 months dedicated to deploying 3/4-inch and 1-inch meters. As the partnership matured, so did its scope. In March 2025, Concord agreed to expand its responsibilities to include large meter deployments ranging from 1.5 inches to 8 inches, significantly increasing the breadth of the program.

With this expanded role, Concord committed to an accelerated timeline—targeting completion of all small and large meter deployments by December 2026, five months ahead of the original schedule. In addition, Concord agreed to support AMI upgrades within the Cupertino Lease area, further demonstrating flexibility and responsiveness to SJW's evolving operational needs.

The scale and complexity of SJW's AMI program demanded a partner with both depth and breadth of capability, and Concord has consistently delivered on both. Beyond meter installation, Concord provides a comprehensive, well designed Work Order Management System that integrates directly with SJW's Customer Information System (CIS). This system enables seamless uploading of completed asset changes from the field back into SJW's systems, ensuring data accuracy and operational continuity.

Concord's responsibilities also include conducting full surveys of all meter services, managing box lid orders, and overseeing inventory management for meters, registers, and AMI smartpoints—including return material authorization (RMA) for defective equipment. Deployment activities are executed in alignment with an agreed upon deployment sequence plan, ensuring efficiency and minimal disruption. As part of the AMI upgrade process, Concord is also assisting with the replacement of small meter boxes that lack sufficient space to accommodate AMI technology—addressing infrastructure challenges proactively rather than reactively.

Together, these capabilities make Concord Environmental Energy far more than a contractor; they are an invaluable operational partner. Their work in the field—captured in photos of Concord technicians installing smart meters—reflects the hands-on expertise and professionalism that underpin the success of SJW's AMI program.

Through early strategic alignment, expanded scope, and a shared commitment to excellence, Concord Environmental Energy, Inc. continues to help SJW modernize its infrastructure, enhance operational efficiency, and deliver long-term value to customers and communities alike.



SUCCESS STORIES

Astute Tax and Accounting Services, Inc

THE CHALLENGE

San Jose Water Company (SJWC) faced several compliance challenges following a CPUC audit that identified opportunities for improvement in its Supplier Diversity Program (SDP) reporting under General Order 156 (GO-156). The SDP department recognized the need to enhance data quality and consistency across supplier information. The reporting process—while thorough—was manual, time-intensive, and required coordination across multiple internal teams and external vendors, with varying timelines for subcontractor data submissions from prime suppliers.

This approach resulted in inconsistent supplier classifications and limited real-time visibility. With report preparation requiring 10–15 working days and a narrow submission window between mid-February and March 1, the team had limited time to address discrepancies. Evolving CPUC definitions, supplier certification renewals, and varying data timelines created complexity that required the SDP team to focus heavily on tactical execution, leaving less capacity for strategic program development.

THE PARTNERSHIP

To address these challenges, SJWC partnered with Astute, a California-based certified diverse supplier with deep expertise in regulatory compliance, financial reporting, and process automation.

The partnership emerged from a relationship built over years of shared commitment to supplier diversity. Astute's co-founders, Ashwini Vasudeva and Sandhya Mukkamala, along with SJWC's Tim McLaughlin, have served together on the boards of leading diversity organizations including WRMSDC, WBEC-Pacific,

and USPAACC. Through industry events and board collaborations, Tim gained insight into Astute's capabilities. While the professional relationship had existed for years, SJWC's GO-156 compliance challenge sparked substantive conversations about how Astute could provide meaningful support.

THE SOLUTION

Astute deployed a comprehensive approach beginning with detailed process walkthroughs and stakeholder interviews across procurement, finance, and supplier diversity teams. This discovery phase enabled Astute to map workflows, identify bottlenecks, and understand both CPUC requirements and SJWC's operational realities.

Astute then developed a customized reporting tool that automates the transformation of raw procurement data into GO-156 compliant, submission-ready reports—eliminating manual data manipulation, reducing errors, and standardizing classifications. After rigorous testing, the solution was successfully implemented for the 2024 reporting cycle. Astute also redesigned data collection processes, with new protocols launching in September 2025 to ensure earlier visibility and extend the quality assurance window.

THE RESULTS

The collaboration has delivered transformative outcomes:

- **Enhanced efficiency:** 50% reduction in the SDP Director's reporting time, redirecting capacity toward strategic supplier engagement and program innovation



- **Compliance confidence:** Full GO-156 compliance with comprehensive audit trails and robust internal controls
- **Strategic visibility:** Real-time tracking of supplier diversity performance enables proactive management and data-driven decision making
- **Sustainable infrastructure:** A scalable platform that adapts to evolving regulatory requirements and supports continuous improvement

LOOKING FORWARD

The SJWC-Astute partnership continues to strengthen through ongoing compliance reviews and reporting enhancements. This collaboration has fundamentally shifted SJWC's approach—from reactive compliance to proactive program leadership. With reliable systems and strategic capacity restored, SJWC is well-positioned to deepen supplier relationships, expand opportunities for diverse businesses, and demonstrate the measurable value that supplier diversity brings to the organization and communities it serves.

This success story exemplifies the strategic impact that diverse suppliers can deliver—not just as vendors, but as true partners in organizational excellence.

A group of five business professionals are gathered around a light-colored conference table in a modern office setting. They are all smiling and shaking hands, suggesting a successful meeting or agreement. The scene is overlaid with a semi-transparent teal color. The text "2026 Plan" is centered in the lower half of the image in a white, sans-serif font.

2026 Plan

WMDVLGBTBE Annual Short-, Mid-, and Long-Term Goals

SJW has implemented tracking and reporting mechanisms for PDBE participation; however, a formal PDBE spend goal has not yet been established. It is anticipated that several years of data collection will be required before a quantified goal can be developed.

Short-term, mid-term, and long-term objectives are established at the levels prescribed by GO 156 and may be revised annually. While establishing goals by SIC code is not practical, SJW's spend history demonstrates a consistent concentration—approximately 50 percent—in construction, engineering, and construction-related services. A detailed overview of current and anticipated purchasing profiles by SIC code is provided in Section 9.1.2.

Category	2025 RESULTS	SHORT-TERM GOALS*	MID-TERM GOALS*	LONG-TERM GOALS*
Minority Business Enterprise (MBE)	18.1%	15.0%	15.0%	15.0%
Women Business Enterprise (WBE)	20.4%	5.0%	5.0%	5.0%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.0%	1.5%	1.5%	1.5%
Disabled Veteran Business Enterprise (DVBE)	0.3%	1.5%	1.5%	1.5%
Persons with Disabilities Business Enterprise (DBE)	0.0%			
Total WMDVLGBTBE	38.7%	23.0%	23.0%	23.0%

NOTES:

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

% = Percentage of Net Procurement.

Description of WMDVLGBTBE Planned Program Activities for the Next Calendar Year

Internal Activities

Major areas of focus for the 2026 Supplier Diversity Program include:

- Continue to socialize new reporting template to prime suppliers who are reporting diverse subcontracting spend.
- Expand Supplier Diversity Program based upon an updated spend profile.
- Continue internal training on Supplier Diversity Program to all business units, as there has been significant turnover within the past three years.
- Increased focus on low spend categories, particularly LGBT, DVBE, PDBE and African American spend.
- Complete annual review of supplier diversity website and make appropriate changes/updates.
- Increase buyer participation at various CBO events.
- Begin discussion with capital program owners on 5-year view. Insert supplier diversity into strategies as appropriate with near-term focus on upcoming PFAS projects.

External Activities

- SJW will continue to collaborate closely with the CWA and its member organizations to support Tier 1 capacity building and technical assistance activities. SJW will also continue providing support to graduates of the CWA W.A.T.E.R. program through 2026.
- In 2026, SJW will sustain its partnership with the CWA and its members to host Business Opportunity Fair events designed to encourage increased subcontracting participation by prime suppliers.
- SJW will expand outreach to Community Based Organizations (CBOs) that support supplier diversity initiatives and will consider providing funding to qualified CBOs outside of the CWA Utility Supplier Diversity Program (USDP) Committee framework.
- SJW will remain actively engaged in a variety of outreach efforts, including participation in CBO-hosted trade shows, conferences, and supplier matchmaker events.

Plans for Recruiting WMDVLGBTBE Suppliers in Low Utilization Areas

SJW will prioritize strengthening communication and partnerships with local organizations across the following categories:

MBEs (with emphasis on African American businesses)

The primary Community Business Organization (CBO) will be the Western Regional Minority Supplier Development Council (WRMSDC).

WBEs

We will continue our collaboration with the Women's Business Enterprise Council - Pacific (WBEC-Pacific). Tim McLaughlin will continue to serve on the Board of WBEC-Pacific.

DVBES

SJW will partner with the Veterans in Business (VIB) Network.

LGBTs

SJW will enhance its involvement with the Rainbow Chamber - Silicon Valley, the Golden Gate Business Association (GGBA), and Buildout California. This effort is vital for increasing LGBT spend and achieving the 2026 CPUC LGBT goal of 1.5%.

We will maintain our participation in outreach to CBOs through matchmaking events, panels, technical assistance, and mentoring, including organizations listed in section 9.1.1.

10.1.4

Plans for Recruiting WMDVLGBTBE Suppliers Where Unavailable

SJW's primary focus is on attracting diverse suppliers in categories where they are readily available. However, we remain dedicated to identifying diverse suppliers in areas where such representation has historically been limited or nonexistent. The outreach approach will continue as described in section 10.1.3.

10.1.5

Plans for Encouraging Prime Contractors to Subcontract WMDVLGBTBE Suppliers

In 2026, SJW will focus on increasing the number of prime suppliers reporting subcontracting activity. We will continue advancing the integration of supplier diversity policies and procedures within the newly centralized supply chain organization. This effort includes standardizing supplier diversity language for contracts and RFPs, strengthening prime supplier diversity tracking and reporting requirements, and formalizing SJW specific supplier diversity expectations for centralized purchasing.

Building on lessons learned in 2025, SJW will enhance communication with prime suppliers regarding reporting rules and requirements. Planned improvements include revising standard Prime Supplier reporting templates to streamline and simplify the reporting process. Moving forward, prime suppliers will be required to submit subcontracting reports on at least a quarterly basis, with select suppliers continuing to report monthly where applicable.

10.1.6

Plans for Complying with WMDVLGBTBE Program Guidelines

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 proactively 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

ACRONYM	TERM	DEFINITION	CERTIFICATION
MBE	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.	Supplier Clearinghouse
WBE	Women-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.	Supplier Clearinghouse
WMBE	Women, Minority-Owned Business Enterprises	WMBE means a women-owned and/or minority-owned business enterprise	Supplier Clearinghouse
LGBTBE	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.	Supplier Clearinghouse
WMLGBTBE	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.	Supplier Clearinghouse
PDBE	People with Disabilities Business Enterprise	PDBE means (1) a business enterprise (a) that is at least 51% owned by a person or persons with a disability or (b) if a publicly owned business, at least 51 % of the stock of which is owned by one or more persons with a disability; and (2) whose management and daily business operations are controlled by one or more of those individuals.	Supplier Clearinghouse
DVBE	Disabled Veteran-Owned Business Enterprises	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. 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.	DGS
MBE	Asian Pacific American	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.	Supplier Clearinghouse
MBE	African American	Black Americans-persons having origins in any black racial groups of Africa.	Supplier Clearinghouse
MBE	Hispanic American	Hispanic Americans-all persons of Mexican, Puerto Rican, Cuban, South or Central American, Caribbean, and other Spanish culture or origin.	Supplier Clearinghouse
MBE	Native American	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.	Supplier Clearinghouse
8(a)	Other 8(a)	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-WMDVLTGBTBEs firms.	U.S. Small Business Administration
Tier 2 (Tier 3, etc. when applicable)	Subcontracting	"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): 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.	Supplier Clearinghouse, DGS & U.S. Small Business Administration

SIC (Standard Industrial Classification) Code Definitions

A. Agriculture, Forestry, & Fishing

- 01 Agricultural Production — Crops
- 02 Agricultural Production — Livestock
- 07 Agricultural Services
- 08 Forestry
- 09 Fishing, Hunting, & Trapping

B. Mining

- 10 Metal, Mining
- 12 Coal Mining
- 13 Oil & Gas Extraction
- 14 Nonmetallic Minerals, Except Fuels

C. Construction

- 15 General Building Contractors
- 16 Heavy Construction, Except Building
- 17 Special Trade Contractors

D. Manufacturing

- 20 Food & Kindred Products
- 21 Tobacco Products
- 22 Textile Mill Products
- 23 Apparel & Other Textile Products
- 24 Lumber & Wood Products
- 25 Furniture & Fixtures
- 26 Paper & Allied Products
- 27 Printing & Publishing
- 28 Chemical & Allied Products
- 29 Petroleum & Coal Products
- 30 Rubber & Miscellaneous Plastics Products
- 31 Leather & Leather Products
- 32 Stone, Clay, & Glass Products
- 33 Primary Metal Industries
- 34 Fabricated Metal Products
- 35 Industrial Machinery & Equipment
- 36 Electronic & Other Electric Equipment
- 37 Transportation Equipment
- 38 Instruments & Related Products
- 39 Miscellaneous Manufacturing Industries

E. Transportation & Public Utilities

- 40 Railroad Transportation
- 41 Local & Interurban Passenger Transit
- 42 Trucking & Warehousing
- 43 U.S. Postal Service
- 44 Water Transportation
- 45 Transportation by Air
- 46 Pipelines, Except Natural Gas
- 47 Transportation Services
- 48 Communications
- 49 Electric, Gas, & Sanitary Services

F. Wholesale Trade

- 50 Wholesale Trade — Durable Goods
- 51 Wholesale Trade — Nondurable Goods

G. Retail Trade

- 52 Building Materials & Gardening Supplies
- 53 General Merchandise Stores
- 54 Food Stores
- 55 Automotive Dealers & Service Stations
- 56 Apparel & Accessory Stores
- 57 Furniture & Homefurnishings Stores
- 58 Eating & Drinking Places
- 59 Miscellaneous Retail

H. Finance, Insurance, & Real Estate

- 60 Depository Institutions
- 61 Nondepository Institutions
- 62 Security & Commodity Brokers
- 63 Insurance Carriers
- 64 Insurance Agents, Brokers, & Service
- 65 Real Estate
- 67 Holding & Other Investment Offices

I. Services

- 70 Hotels & Other Lodging Places
- 72 Personal Services
- 73 Business Services
- 75 Auto Repair, Services, & Parking
- 76 Miscellaneous Repair Services
- 78 Motion Pictures
- 79 Amusement & Recreation Services
- 80 Health Services
- 81 Legal Services
- 82 Educational Services
- 83 Social Services
- 84 Museums, Botanical, Zoological Gardens
- 86 Membership Organizations
- 87 Engineering & Management Services
- 88 Private Households
- 89 Services, Not Elsewhere Classified

J. Public Administration

- 91 Executive, Legislative, & General
- 92 Justice, Public Order, & Safety
- 93 Finance, Taxation, & Monetary Policy
- 94 Administration of Human Resources
- 95 Environmental Quality & Housing
- 96 Administration of Economic Programs
- 97 National Security & International Affairs
- 98 Zoological Gardens

K. Nonclassifiable Establishments

- 99 Non-Classifiable Establishments



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