



*There when you
need us—then and now.*

California Water Service 2025 Annual Supplier Diversity Report.

Women, Minority, Disabled-Veteran, LGBT and Persons with Disabilities Business Enterprises Procurement Pursuant to CPUC General Order 156 (U-60-W)

Learn about our century of service:
calwater.com



Contents

Message from the Chairman, President & CEO of California Water Service	4
SUMMARY OF 2025 SUPPLIER DIVERSITY PROGRAM.....	5
9.1.1 Description of Supplier Diversity Program Activities During the Previous Calendar Year	6
Internal Program Activities	6
Procurement Policy.....	6
Internal Communications.....	6
All-Hands Review	6
Quarterly Updates to Leadership and Annual Updates to Board	6
Storekeepers Forum.....	7
External Program Activities.....	7
External Outreach	7
On the Spotlight: Society of American Military Engineers (SAME) Sacramento	9
Website Update & Online Calendar of Events.....	10
Capacity Building & Technical Assistance (CB&TA).....	10
California Water Association (CWA) W.A.T.E.R. Program.....	10
Certification Assistance.....	11
Other: Workforce Diversity and Board Diversity	11
9.1.2 Supplier Diversity Procurement Results by Category	12
On the Spotlight: Rainbow Chamber of Commerce Silicon Valley CONNECT 2025.....	13
9.1.2 Supplier Diversity Direct Procurement Results by Product and Service Categories.....	14
9.1.2 Supplier Diversity Subcontractor Procurement Results by Product and Service Categories	16
9.1.2 Supplier Diversity Procurement Results by Standard Industrial Classification (SIC) Codes.....	18
9.1.2 Number of Diverse Suppliers and Revenue Reported to the Supplier Clearinghouse	25
On the Spotlight: Los Angeles Latino Chamber of Commerce (LALCC).....	26
9.1.2 Description of Supplier Workforce	27
9.1.3 Supplier Diversity Program Expenses	27
On the Spotlight: The American Indian Chamber of Commerce (AICC) Annual Expo	28
9.1.4 Description of Progress in Meeting or Exceeding Set Goals.....	29
Minority Business Enterprise (MBE)	30
Women Business Enterprise (WBE)	30
Disabled Veteran Business Enterprise (DVBE)	30
Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTBE).....	30

Persons with Disabilities Business Enterprise (DBE)	31
On the Spotlight: Promoventures, Inc.	32
9.1.4 Supplier Diversity Procurement Results Compared to Set Goals	33
On the Spotlight: The California Hispanic Chambers of Commerce (CHCC) Annual Convention	34
9.1.5 Description of Prime Contractors Utilization of Diverse Subcontractors	35
California Water Association (CWA), Community and Business Mixer	36
California Water Association (CWA), Meet the Primes (MTP).....	37
9.1.5 New Diverse Prime and Subcontractor Utilization	38
9.1.5 Summary of Diverse Contractor Utilization	39
On the Spotlight: Sacramento Valley Small Business Development Center (SBDC).....	40
9.1.6 List of Supplier Diversity Complaints Received and Current Status.....	41
9.1.7 Description of Efforts to Recruit Diverse Suppliers in Low-Utilization Categories	41
On the Spotlight: Veterans In Business (VIB) Network	42
2026 ANNUAL PLAN.....	43
10.1.1 Supplier Diversity Short-, Mid-, and Long-Term Procurement Goals	43
10.1.2 Description of Supplier Diversity Program Activities Planned for the Next Calendar Year	43
Procurement Policy.....	43
Internal Communications.....	44
Subcontracting Program	44
External Outreach	44
Capacity Building & Technical Assistance (CB&TA).....	44
10.1.3 Plans for Recruiting Diverse Suppliers in Low-Utilization Categories	44
10.1.4 Plans for Recruiting Diverse Suppliers Where Unavailable	44
10.1.5 Plans for Encouraging Prime Contractors to Subcontract with Diverse Suppliers	45
10.1.6 Plans for Complying with Supplier Diversity Program Guidelines	45

Message from the Chairman, President & CEO of California Water Service

As we celebrate our centennial, we look back at the achievements that have made us one of the nation's leading providers of water utility services and position us for success in the next 100 years. One of those achievements is our supplier diversity program.

For years, supplier diversity has been an important part of our procurement strategy. It provides numerous benefits to our customers, communities, and stockholders—increasing competition, enabling us to get high-quality products and services at the best price, and supporting our local businesses and communities.



Looking back to last year, 26.4% of Cal Water's total spend went to certified diverse suppliers, surpassing the California Public Utilities Commission's goal of 23%. Conducting more than a quarter of our overall business with these diverse vendors better enabled us to provide quality, service, and value to the more than two million people who depend on us each day to deliver safe, clean, reliable water for their everyday and emergency needs.

We have continued to grow our Supplier Diversity Program year after year, and I am pleased with the progress we continue to make. A few of our 2025 highlights included:

- Surpassing our all-time high spending of \$96.39 million in 2024 to reach a new all-time high of \$110.18 million with diverse vendors.
- Exceeding key procurement benchmarks for minority-, women-, and disabled veteran-owned business enterprises, making measurable progress to expand inclusive sourcing across our supply chain.
- Participating in more than 50 events to build partnerships with external organizations and advocacy groups dedicated to supplier diversity.

Our 2025 report takes a deeper dive into the successes and challenges we faced on the supplier diversity front. Looking ahead, we will continue to work on making progress in this area as we maintain our focus on enhancing the quality of life for our customers, communities, and stockholders.

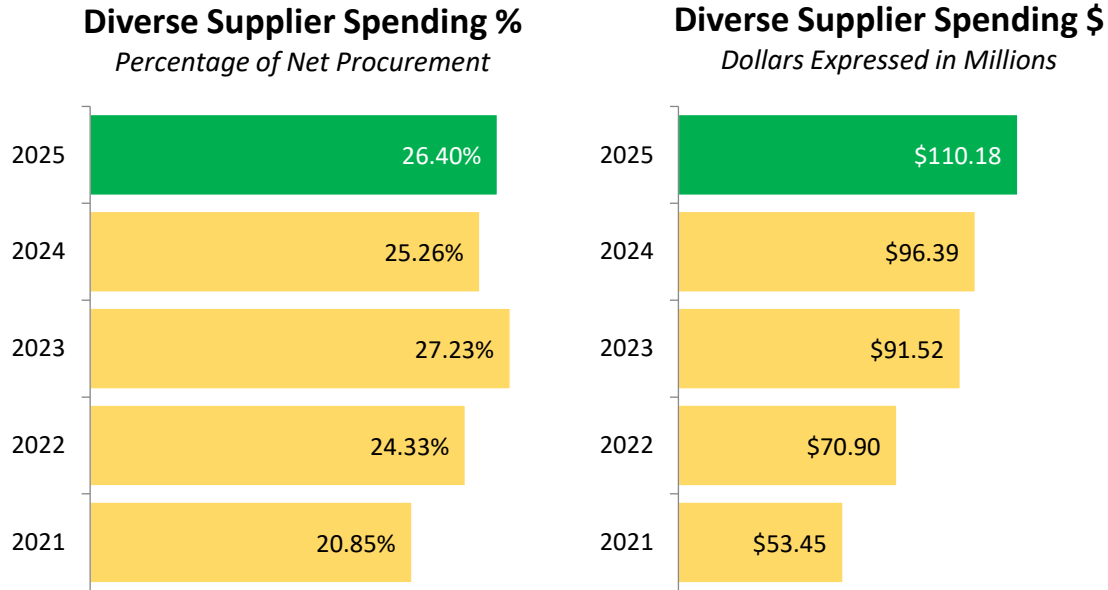
A handwritten signature in black ink that reads "Martin A. Kropelnicki". The signature is written in a cursive, flowing style.

Martin A. Kropelnicki
Chairman, President & CEO

SUMMARY OF 2025 SUPPLIER DIVERSITY PROGRAM

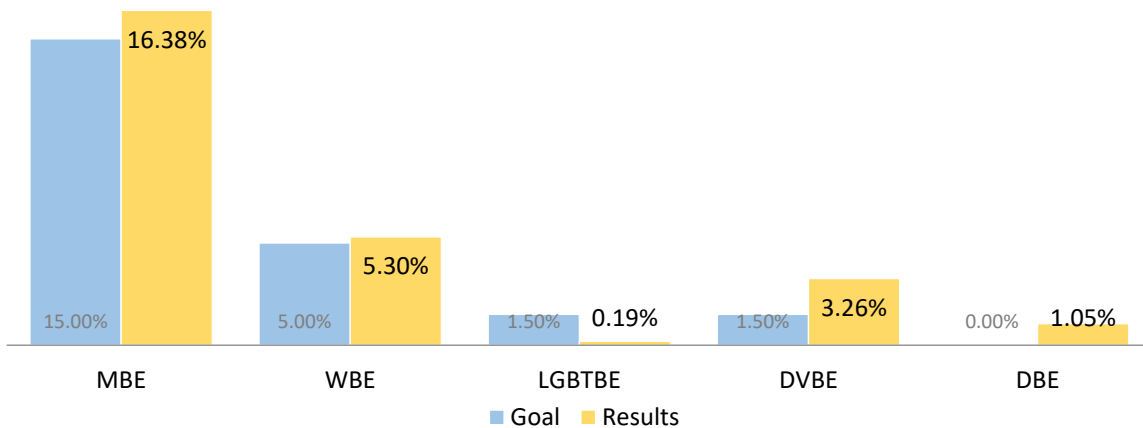
This report outlines the progress of Cal Water in procuring goods and services from women, minority, disabled veteran, lesbian, gay, bisexual, transgender, and persons with disabilities business enterprises (to which we refer collectively as diverse suppliers) for the period of January 1, 2025 through December 31, 2025.

In 2025, Cal Water’s discretionary spending totaled \$417.28M, of which the company spent \$110.18M (or 26.40%) with diverse suppliers.



Our results per category are:

Results per Category



Due to rounding, numbers presented may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

9.1.1 Description of Supplier Diversity Program Activities During the Previous Calendar Year

In 2025, Cal Water continued to align its supplier diversity efforts with the requirements and intent of CPUC General Order 156 (GO 156), which calls for investor-owned utilities to establish programs to increase procurement from women, minority, disabled veteran, LGBT, and persons with disabilities business enterprises.

Our key themes in 2025 included:

- **Integration:** Continued incorporation of supplier diversity criteria into strategic sourcing, category management, and project planning processes.
- **Visibility:** More frequent and targeted internal communications to keep supplier diversity top of mind for decision makers across business units.
- **Development:** Expanded focus on supplier readiness, capacity building, and mentorship, particularly for small and emerging WMDVLGBTBE firms.
- **Accountability:** Enhanced use of data and reporting tools to monitor progress, identify gaps, and support informed decision making consistent with GO 156 expectations.

We also continued to participate in the Statewide Joint Utility (JU) network, including collaboration with other utilities and business organizations that share the CPUC's goal of fostering a competitive and inclusive marketplace. These efforts complement our broader commitments to sustainability, environmental stewardship, and community investment described in our corporate and ESG reporting.

Internal Program Activities

Procurement Policy

Cal Water's procurement policies continued to emphasize competitive, fair, and transparent sourcing that balances cost, quality, reliability, and supplier diversity. These policies are designed to ensure that qualified WMDVLGBTBE suppliers are provided with meaningful opportunities to compete for contracts, consistent with the objectives of GO 156.

Internal Communications

To continue awareness and drive change, Cal Water continued a structured internal communication strategy similar to prior years' reports.

All-Hands Review

Intranet articles and email communications showcase diverse supplier success stories, upcoming outreach events, and reminders about how employees can support supplier diversity in their roles.

Quarterly Updates to Leadership and Annual Updates to Board

These updates enable us to proactively address challenges, make timely adjustments, and implement strategic improvements based on real-time insights. By maintaining open communication with leadership, we can swiftly respond to market shifts, supplier needs, and evolving business priorities. Additionally, these updates provide a platform to showcase the tangible value of supplier diversity, highlighting its impact on innovation, cost savings, and community engagement. This ongoing dialogue reinforces the importance of inclusive procurement and strengthens our company's commitment to long-term, sustainable supplier partnerships.

Storekeepers Forum

Storekeepers are key personnel in every field office. They are responsible for routine procurement activities and regularly seek services (e.g., facility maintenance, landscaping services) to support the field operations. This makes them an important avenue to incorporate local/diverse suppliers, especially the ones in the communities we serve.

Our procurement department hosted monthly virtual events in 2025 that included employees from our 23 Districts across California. These forums provide a valuable platform to discuss procurement opportunities, reinforce the importance of supplier diversity to key personnel, and keep our community connected.

External Program Activities

External Outreach

External outreach and engagement remained a central component of Cal Water's supplier diversity strategy in 2025, consistent with the CPUC's focus on fostering relationships with diverse business communities. Cal Water supports inclusive procurement through active participation in business matchmaking sessions and regional and statewide supplier diversity trade fairs, including events hosted by California Water Association, Chambers of Commerce, and advocacy organizations serving diverse business enterprises. Our company also engages directly with over 20+ diverse supplier organizations focused on minority-, women-, disabled veteran-, LGBT-, and disability-owned enterprises to share upcoming contracting opportunities and communicate qualification requirements.

Importantly, these outreach efforts included direct engagement from internal business stakeholders. Many meetings, matchmaking sessions, and onsite presentations were attended by functional leaders and subject matter experts across engineering, IT, HR, facilities, and other operational departments. Their participation allowed diverse suppliers to engage directly with decision makers, gain better insight into technical requirements, and build relationships aligned with upcoming project needs. This cross-functional involvement reinforces supplier diversity as a shared priority rather than a standalone program.

In addition, Cal Water conducts one-on-one meetings with prospective and existing diverse suppliers to explain its procurement process, discuss anticipated opportunities, and identify pathways for participation as either prime contractors or subcontractors. These efforts are reinforced through continued use of Cal Water's supplier diversity website and online registration tools, which help firms understand expectations and submit information for consideration in future sourcing activities.

The following calendar outlines many of the 2025 outreach events we participated in:

Jan

- ABA New Year Mixer
- AICOC High Five 2025 Summit
- California Water Association (CWA) USDP Monthly Meeting; Virtual

Feb

- WRMSDC Construction Day
- NUDC Regulatory Actions on Inclusion and Opportunity
- CWA USDP Monthly Meeting; Virtual

Mar

- CWA Women in Water Leadership Seminar*
- WRMSDC Franchise Fund Graduation
- Rainbow Chamber CONNECT
- SBDC Yuba Sutter Procurement Networking Event
- ABA Golf Tournament
- CWA USDP Monthly Meeting; Virtual

Apr

- CHCC California Business Policy Summit
- ABA Members Mixer
- NUDC Spotlight: "Why Supplier Diversity Is Important"
- SBDN's RECON Live Resource Conference
- SAME Small Business One-on-One Matchmaking
- VIB Express Connect
- CWA USDP Monthly Meeting; Virtual

May

- SCMSDC B3 Conference
- WRMSDC Excellence in Supplier Diversity Awards
- CWA Spring Policy Symposium*
- BuildIT Founders Day
- CWA USDP Monthly Meeting; Virtual

Jun

- AICOC June Procurement Summit
- LALCC 2025 Biz Expo
- CWA USDP Monthly Meeting; Virtual

July

- AICOC 2025 Expo
- NUDC Best Practices in Commission Staff Reporting
- SCMSDC Supplier of the Year Awards
- CWA USDP Monthly Meeting; Virtual

Aug

- CHCC 46th Annual Convention & Expo*
- CWA Water 1.0
- CWA USDP Monthly Meeting; Virtual

Sep

- CWA Water 1.0
- ABA 49th Annual Impact
- SBDN OC Procon
- CWA CBO Summit and Budget Planning*
- NAWC Water Summit
- CWA USDP Monthly Meeting; Virtual

Oct

- CWA Water 1.0
- CWA Meet the Primes*
- MWD MetWorks
- CPUC En Banc & Small Business Expo SoCal
- CWA USDP Monthly Meeting; Virtual

Nov

- VIB National Conference
- AICOC Native American Heritage Month Luncheon
- CWA USDP Monthly Meeting; Virtual

Dec

- NUDC: "How Can We Proceed?"
- WBEC-West Unlock your Corporate Potential
- CWA USDP Monthly Meeting; Virtual

*-Cal Water Leadership in attendance

On the Spotlight: Society of American Military Engineers (SAME) Sacramento

SAME is the only nonprofit professional engineering education organization that actively promotes the advancement of both individual technical knowledge and the collective engineering capabilities of governments, the uniformed services, and private industry.



SAME Small Business Matchmaking Event, 2025

As a company committed to safe, reliable water service and strong community partnerships, Cal Water values the contributions of military engineers and the critical work they do in water infrastructure, emergency response, and community resilience.

Learn about SAME at: <http://www.samesacramento.org/>

Website Update & Online Calendar of Events

We invite diverse suppliers to explore procurement opportunities and connect with us through our website. There you'll find everything you need to get started, including business registration details, insurance requirements, Suppliers FAQs, and a list of community-based organizations (CBOs) we partner with. Plus, you can access our event calendar to stay informed about networking and growth opportunities.

Visit www.calwater.com/suppliers/diverse-business-certification-and-registration/ to learn more and take the next step in partnering with us.



Supplier Outreach

Our supplier outreach initiative is part of our overall business strategy to add value to the communities we serve.

[Discover Supplier Outreach](#)



Payment Information

Our payment process requires suppliers to submit invoices via email or mail, including specific details for prompt processing

[Learn More About Payment](#)



Suppliers FAQs

The Supplier FAQ outlines procurement processes, qualification criteria, and opportunities for diverse suppliers.

[Explore Suppliers FAQs](#)

Capacity Building & Technical Assistance (CB&TA)

We have a two-pronged approach to CB&TA: a main effort through CWA and a certification-assistance effort focused on eligible (but not certified) vendors in our supply chain.

California Water Association (CWA) W.A.T.E.R. Program

The Water Acumen Training for Entrepreneur Refinement (W.A.T.E.R.) 1.0 Program is part of the CWA outreach initiative designed to expand awareness of procurement opportunities within California's regulated water-utility sector. The program focuses on educating small, diverse, and local businesses on how water utilities operate, how purchasing decisions are made, and where opportunities exist across construction, professional services, materials, and operations. Through structured workshops, panels, and utility-led presentations, W.A.T.E.R. gives diverse businesses insight into the utility procurement process and reduces common barriers to entry for new suppliers.

Participating vendors gain direct exposure to utility buyers, supplier diversity managers, and prime contractors, while utilities gain access to a broader, better prepared vendor pool. This program supports GO 156 objectives by promoting transparency, increasing diverse supplier engagement, and strengthening long-term relationships that can translate into measurable procurement participation over time.

Certification Assistance

Certification Assistance complements outreach efforts by helping small and diverse businesses navigate the process of obtaining CPUC supplier diversity certifications. Cal Water and partner organizations provide guidance on eligibility, documentation, and application steps for certifications commonly used in GO 156 reporting.

Other: Workforce Diversity and Board Diversity

We invite interested parties to find Cal Water’s Workforce and Board Diversity data on the yearly [Environmental, Social, and Governance \(ESG\) Report](#). This report outlines Cal Water’s diversity, equity, and inclusion policies to promote equitable hiring and recruiting. We have made substantial progress toward creating a diverse and inclusive work environment—one that places equal opportunities for advancement at its core. Fundamentally, we believe that this is the right thing to do. More than that, operating in this manner helps us attract the best talent and broaden our perspectives—making us stronger and enhancing our connections to the communities we serve.

Workforce

Our customers benefit from the outstanding efforts of our team members. We strive to create an inclusive, safe, and engaging workplace where all employees can thrive.

IN THIS SECTION

- Diversity, Equality, and Inclusion
- Talent Attraction and Retention
- Health and Safety



<https://www.calwatergroup.com/esg>

ESG Reports follow the [Global Reporting Initiative Standards](#); the data is available under the General Disclosures section.

9.1.2 Supplier Diversity Procurement Results by Category

			2025			
			Direct Spend ¹ \$	Sub Spend ² \$	Total \$	%
1	Minority Male	African American	12,820.58	10,800.00	23,620.58	0.01%
2		Asian Pacific American	3,753,942.19	748,656.28	4,502,598.47	1.08%
3		Hispanic American	40,183,573.95	23,245,760.54	63,429,334.49	15.20%
4		Native American	375,682.56	14,876.00	390,558.56	0.09%
5		Total Minority Male	44,326,019.28	24,020,092.82	68,346,112.10	16.38%
6	Minority Female	African American	-	-	-	0.00%
7		Asian Pacific American	-	-	-	0.00%
8		Hispanic American	-	-	-	0.00%
9		Native American	-	-	-	0.00%
10		Total Minority Female	-	-	-	0.00%
11	Total Minority Business Enterprise (MBE)		44,326,019.28	24,020,092.82	68,346,112.10	16.38%
12	Women Business Enterprise (WBE)		4,811,237.65	17,285,568.69	22,096,806.34	5.30%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		791,777.89	-	791,777.89	0.19%
14	Disabled Veteran Business Enterprise (DVBE)		132,710.00	13,474,314.01	13,607,024.01	3.26%
15	Persons with Disabilities Business Enterprise (PDBE)		4,216,469.56	162,821.00	4,379,290.56	1.05%
16	8(a)*		956,330.50	-	956,330.50	0.23%
17	Total Supplier Diversity Spend		55,234,544.88	54,942,796.52	110,177,341.40	26.40%
18	Net Procurement**		417,276,043.52			

Due to rounding, numbers presented may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

On the Spotlight: Rainbow Chamber of Commerce Silicon Valley CONNECT 2025

The Rainbow Chamber of Commerce Silicon Valley held their annual CONNECT 2025 event in San Jose, CA on March 2025.

The event was “about celebrating business - finding possible business partners or clients, meeting supplier diversity reps who purchase for corporations, discovering community services that you or your business need.”



Rainbow Chamber of Commerce Silicon Valley CONNECT 2025

Cal Water remains committed to the chamber’s mission “to create a vibrant LGBTQ+supportive business community through development, education, promotion and advocacy.”

Learn more about the Chamber at: <https://rainbowchamber.org/>

9.1.2 Supplier Diversity Direct Procurement Results by Product and Service Categories

				2025					
				Product		Service		Total	
				\$	%	\$	%	\$	%
1	Minority Male	African American	Direct	11,000.00	0.00%	1,820.58	0.00%	12,820.58	0.00%
2		Asian Pacific American	Direct	140,494.09	0.03%	3,613,448.10	0.87%	3,753,942.19	0.90%
3		Hispanic American	Direct	699,275.47	0.17%	39,484,298.48	9.46%	40,183,573.95	9.63%
4		Native American	Direct	-	0.00%	375,682.56	0.09%	375,682.56	0.09%
5		Total Minority Male	Direct	850,769.56	0.20%	43,475,249.72	10.42%	44,326,019.28	10.62%
6	Minority Female	African American	Direct	-	0.00%	-	0.00%	-	0.00%
7		Asian Pacific American	Direct	-	0.00%	-	0.00%	-	0.00%
8		Hispanic American	Direct	-	0.00%	-	0.00%	-	0.00%
9		Native American	Direct	-	0.00%	-	0.00%	-	0.00%
10		Total Minority Female	Direct	-	0.00%	-	0.00%	-	0.00%
11	Total Minority Business Enterprise (MBE)		Direct	850,769.56	0.20%	43,475,249.72	10.42%	44,326,019.28	10.62%
12	Women Business Enterprise (WBE)		Direct	1,528,850.75	0.37%	3,282,386.90	0.79%	4,811,237.65	1.15%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Direct	1,470.00	0.00%	790,307.89	0.19%	791,777.89	0.19%
14	Disabled Veteran Business Enterprise (DVBE)		Direct	-	0.00%	132,710.00	0.03%	132,710.00	0.03%
15	Persons with Disabilities Business Enterprise (PDBE)		Direct	-	0.00%	4,216,469.56	1.01%	4,216,469.56	1.01%
16	8(a)*		Direct	-	0.00%	956,330.50	0.23%	956,330.50	0.23%
17	Total Supplier Diversity Spend		Direct	2,381,090.31	0.57%	52,853,454.57	12.67%	55,234,544.88	13.24%

18	Net Procurement**	417,276,043.52
19	Net Product Procurement	76,463,356.81
20	Net Service Procurement	340,812,686.71
21	Total Number of Diverse Direct Suppliers	109

9.1.2 Supplier Diversity Subcontractor Procurement Results by Product and Service Categories

				2025					
				Product		Service		Total	
				\$	%	\$	%	\$	%
1	Minority Male	African American	Sub	-	0.00%	10,800.00	0.00%	10,800.00	0.00%
2		Asian Pacific American	Sub	144,542.33	0.03%	604,113.95	0.14%	748,656.28	0.18%
3		Hispanic American	Sub	1,057,969.33	0.25%	22,187,791.21	5.32%	23,245,760.54	5.57%
4		Native American	Sub	3,384.00	0.00%	11,492.00	0.00%	14,876.00	0.00%
5		Total Minority Male	Sub	1,205,895.66	0.29%	22,814,197.16	5.47%	24,020,092.82	5.76%
6	Minority Female	African American	Sub	-	0.00%	-	0.00%	-	0.00%
7		Asian Pacific American	Sub	-	0.00%	-	0.00%	-	0.00%
8		Hispanic American	Sub	-	0.00%	-	0.00%	-	0.00%
9		Native American	Sub	-	0.00%	-	0.00%	-	0.00%
10		Total Minority Female	Sub	-	0.00%	-	0.00%	-	0.00%
11	Total Minority Business Enterprise (MBE)		Sub	1,205,895.66	0.29%	22,814,197.16	5.47%	24,020,092.82	5.76%
12	Women Business Enterprise (WBE)		Sub	10,867,611.29	2.60%	6,417,957.40	1.54%	17,285,568.69	4.14%
13	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Sub	-	0.00%	-	0.00%	-	0.00%
14	Disabled Veteran Business Enterprise (DVBE)		Sub	13,293,239.01	3.19%	181,075.00	0.04%	13,474,314.01	3.23%
15	Persons with Disabilities Business Enterprise (DBE)		Sub	6,531.00	0.00%	156,290.00	0.04%	162,821.00	0.04%
16	8(a)*		Sub	-	0.00%	-	0.00%	-	0.00%
17	Total Supplier Diversity Spend		Sub	25,373,276.96	6.08%	29,569,519.56	7.09%	54,942,796.52	13.17%
18	Net Procurement**			417,276,043.52					

19	Net Product Procurement	76,463,356.81
20	Net Service Procurement	340,812,686.71
21	Total Number of Diverse Subcontractors	50

9.1.2 Supplier Diversity Procurement Results by Standard Industrial Classification (SIC) Codes

SIC Code Cat	Values	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 (PDBE)	8(a)	Total Supplier Diversity Spend	Total Procurement
07: AGRICULTURAL SERVICES	\$			531,147.50		531,147.50						531,147.50	3,806,216.49
	%	0.00%	0.00%	0.13%	0.00%	0.13%	0.00%	0.00%	0.00%	0.00%	0.00%	0.13%	0.91%
13: OIL AND GAS EXTRACTION	\$												37,980.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%
14: NONMETALLIC MINERALS, EXCEPT FUELS	\$			601,088.20		601,088.20	542,855.68					1,143,943.88	1,150,718.82
	%	0.00%	0.00%	0.14%	0.00%	0.14%	0.13%	0.00%	0.00%	0.00%	0.00%	0.27%	0.28%
15: GENERAL BUILDING CONTRACTORS	\$			336,622.86		336,622.86	76,985.00					413,607.86	6,826,821.95
	%	0.00%	0.00%	0.08%	0.00%	0.08%	0.02%	0.00%	0.00%	0.00%	0.00%	0.10%	1.64%
16: HEAVY CONSTRUCTION, EXCEPT BUILDING	\$			37,314,942.46		37,314,942.46	518,270.90		181,075.00		956,330.50	38,970,618.86	175,695,635.88
	%	0.00%	0.00%	8.94%	0.00%	8.94%	0.12%	0.00%	0.04%	0.00%	0.23%	9.34%	42.11%
17: SPECIAL TRADE CONTRACTORS	\$		702,408.92	18,008,326.91	11,492.00	18,722,227.83	1,436,750.22					20,158,978.05	45,888,799.98
	%	0.00%	0.17%	4.32%	0.00%	4.49%	0.34%	0.00%	0.00%	0.00%	0.00%	4.83%	11.00%
22: TEXTILE MILL PRODUCTS	\$												10,110.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
23: APPAREL AND OTHER TEXTILE PRODUCTS	\$						364,713.76					364,713.76	517,293.94
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%	0.00%	0.00%	0.00%	0.00%	0.09%	0.12%

SIC Code Cat	Values	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 (PDBE)	8(a)	Total Supplier Diversity Spend	Total Procurement
24: LUMBER AND WOOD PRODUCTS, EXCEPT FURNITURE	\$												23,061.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%
27: PRINTING AND PUBLISHING	\$		2,717.98			2,717.98	5,486.71					8,204.69	769,700.48
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.18%
28: CHEMICALS AND ALLIED PRODUCTS	\$						56,915.48					56,915.48	6,875,344.42
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.01%	1.65%
29: PETROLEUM AND COAL PRODUCTS	\$												123,962.02
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
30: RUBBER AND MISC. PLASTICS PRODUCTS	\$												1,969.30
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
32: STONE, CLAY, AND GLASS PRODUCTS	\$						71,105.47					71,105.47	566,610.70
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%	0.00%	0.00%	0.00%	0.02%	0.14%
33: PRIMARY METAL INDUSTRIES	\$		144,542.33			144,542.33	42,905.00					187,447.33	330,393.48
	%	0.00%	0.03%	0.00%	0.00%	0.03%	0.01%	0.00%	0.00%	0.00%	0.00%	0.04%	0.08%
34: FABRICATED METAL PRODUCTS	\$			29,498.60		29,498.60						29,498.60	6,704,610.36
	%	0.00%	0.00%	0.01%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	1.61%

SIC Code Cat	Values	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 (PDBE)	8(a)	Total Supplier Diversity Spend	Total Procurement
35: INDUSTRIAL MACHINERY AND EQUIPMENT	\$			238,077.00		238,077.00			217,994.00			456,071.00	3,044,296.05
	%	0.00%	0.00%	0.06%	0.00%	0.06%	0.00%	0.00%	0.05%	0.00%	0.00%	0.11%	0.73%
36: ELECTRONIC AND OTHER ELECTRIC EQUIPMENT	\$												2,333,565.95
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.56%
37: TRANSPORTATION EQUIPMENT	\$			216,638.00		216,638.00	83,269.00					299,907.00	1,461,738.04
	%	0.00%	0.00%	0.05%	0.00%	0.05%	0.02%	0.00%	0.00%	0.00%	0.00%	0.07%	0.35%
38: INSTRUMENTS AND RELATED PRODUCTS	\$												7,297,104.71
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.75%
39: MISC. MANUFACTURING INDUSTRIES	\$						590.00					590.00	590.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
42: TRUCKING AND WAREHOUSING	\$	500.58		1,091,699.55		1,092,200.13	3,513,815.40					4,606,015.53	4,908,768.76
	%	0.00%	0.00%	0.26%	0.00%	0.26%	0.84%	0.00%	0.00%	0.00%	0.00%	1.10%	1.18%
45: TRANSPORTATION BY AIR	\$												910.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
47: TRANSPORTATION SERVICES	\$												750,682.44
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.18%

SIC Code Cat	Values	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 (PDBE)	8(a)	Total Supplier Diversity Spend	Total Procurement
48: COMMUNICATION	\$												221,729.41
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.05%
49: ELECTRIC, GAS, AND SANITARY SERVICES	\$						1,199.10					1,199.10	1,769,377.51
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.42%
50: WHOLESALE TRADE - DURABLE GOODS	\$	11,000.00		436,974.21	3,384.00	451,358.21	10,406,736.80	1,470.00	13,075,245.01			23,934,810.02	31,857,355.18
	%	0.00%	0.00%	0.10%	0.00%	0.11%	2.49%	0.00%	3.13%	0.00%	0.00%	5.74%	7.63%
51: WHOLESALE TRADE - NONDURABLE GOODS	\$			224,287.26		224,287.26	811,877.15			6,531.00		1,042,695.41	2,607,981.21
	%	0.00%	0.00%	0.05%	0.00%	0.05%	0.19%	0.00%	0.00%	0.00%	0.00%	0.25%	0.63%
52: BUILDING MATERIALS AND HARDWARE	\$			8,409.00		8,409.00	3,643.00					12,052.00	953,967.23
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.23%
53: GENERAL MERCHANDISE STORES	\$						11,850.70					11,850.70	306,583.61
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.07%
54: FOOD STORES	\$												140,265.52
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
55: AUTOMOTIVE DEALERS AND SERVICE STATIONS	\$		140,494.09	2,272.53		142,766.62						142,766.62	8,734,543.81
	%	0.00%	0.03%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	2.09%

SIC Code Cat	Values	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 (PDBE)	8(a)	Total Supplier Diversity Spend	Total Procurement
56: APPAREL AND ACCESSORY STORES	\$												179,027.08
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
57: FURNITURE AND HOMEFURNISHINGS STORES	\$												320,608.20
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.08%
58: EATING AND DRINKING PLACES	\$												842,234.93
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
59: MISCELLANEOUS RETAIL	\$												883,676.18
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.21%
60: DEPOSITORY INSTITUTIONS	\$												30,446.38
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%
62: SECURITY AND COMMODITY BROKERS	\$												76,853.01
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
64: INSURANCE AGENTS, BROKERS, AND SERVICE	\$						1,083,272.00					1,083,272.00	1,100,371.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.26%	0.00%	0.00%	0.00%	0.00%	0.26%	0.26%
65: REAL ESTATE	\$												249,076.10
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%
70: HOTELS AND OTHER LODGING PLACES	\$												25.00

SIC Code Cat	Values	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 (PDBE)	8(a)	Total Supplier Diversity Spend	Total Procurement
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
72: PERSONAL SERVICES	\$												100,937.99
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
73: BUSINESS SERVICES	\$	12,120.00	3,320,066.15	514,980.07		3,847,166.22	2,331,779.63	220,888.89				6,399,834.74	33,406,929.96
	%	0.00%	0.80%	0.12%	0.00%	0.92%	0.56%	0.05%	0.00%	0.00%	0.00%	1.53%	8.01%
75: AUTO REPAIR, SERVICES, AND PARKING	\$												195,459.07
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.05%
76: MISCELLANEOUS REPAIR SERVICES	\$												1,165,379.95
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.28%
78: MOTION PICTURES	\$												15,227.64
	%	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: AMUSEMENT AND RECREATION SERVICES	\$												69,003.98
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
80: HEALTH SERVICES	\$						199.74					199.74	105,212.43
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
81: LEGAL SERVICES	\$		11,762.00			11,762.00						11,762.00	3,681,625.42
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.88%
82: EDUCATIONAL SERVICES	\$												164,918.45
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%

SIC Code Cat	Values	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 (PDBE)	8(a)	Total Supplier Diversity Spend	Total Procurement
83: SOCIAL SERVICES	\$												1,500.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
84: MUSEUMS, BOTANICAL, ZOOLOGICAL GARDENS	\$												3,100.00
	%	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: MEMBERSHIP ORGANIZATIONS	\$												120,234.23
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
87: ENGINEERING AND MANAGEMENT SERVICES	\$		180,607.00	3,874,370.34	375,682.56	4,430,659.90	717,246.21	569,419.00	132,710.00	4,372,759.56		10,222,794.67	56,733,366.19
	%	0.00%	0.04%	0.93%	0.09%	1.06%	0.17%	0.14%	0.03%	1.05%	0.00%	2.45%	13.60%
89: SERVICES (NOT ELSEWHERE CLASSIFIED)	\$						15,339.39					15,339.39	2,112,142.08
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.51%
Total \$		23,620.58	4,502,598.47	63,429,334.49	390,558.56	68,346,112.10	22,096,806.34	791,777.89	13,607,024.01	4,379,290.56	956,330.50	110,177,341.40	417,276,043.52
Total %		0.01%	1.08%	15.20%	0.09%	16.38%	5.30%	0.19%	3.26%	1.05%	0.23%	26.40%	100.00%

9.1.2 Number of Diverse Suppliers and Revenue Reported to the Supplier 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)	Grand 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)	Grand Total
Under \$1 Million	33	31	3	4	3	1	75	67	58	3	3	1	1	133
Under \$5 Million	14	11					25	4	1			2		7
Under \$10 Million	8	8					16	1						1
Above \$10 Million	19	9					28	2			1			3
Grand Total	74	59	3	4	3	1	144	74	59	3	4	3	1	144

Revenue and Payment Data														
Revenue Reported to the Supplier Clearinghouse								Utility-Specific 2025 Summary						
Revenue 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)	Grand 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)	Grand Total
Under \$1 Million	2.4M	1.5M	1.0M	0.0M	0.0M	0.0M	4.9M	11.1M	8.2M	0.2M	0.5M	0.0M	1.0M	20.9M
Under \$5 Million	28.5M	22.0M					50.4M	7.4M	3.1M			4.4M		14.9M
Under \$10 Million	63.7M	54.4M					118.1M	9.4M						9.4M
Above \$10 Million	2373.0M	13471.9M					15844.9M	50.4M			13.1M			63.5M
Grand Total	2467.5M	13549.8M	1.0M	0.0M	0.0M	0.0M	16018.3M	78.3M	11.3M	0.2M	13.6M	4.4M	1.0M	108.7M

On the Spotlight: Los Angeles Latino Chamber of Commerce (LALCC)
LALCC celebrated their 2025 Biz Expo in Pomona on June 11, 2025.



Los Angeles Latino Chamber of Commerce (LALCC) 2025 Biz Expo

Cal Water is proud to participate in events like the Biz Expo, which promotes partnerships with Latino businesses to create positive impact in California.

The LALCC is a 501©3 nonprofit organization. They are the leading organization dedicated to organizing and uniting Latino business owners to grow and create positive economic impact. They accomplish this through procurement, technical assistance, strategic planning, advocacy, access to leaders, economic development, and business education.

More info: <https://www.lalcc.org/about-lalcc>

9.1.2 Description of Supplier Workforce

Based on information from the Supplier Clearinghouse, we have identified 83 diverse suppliers with a California-based workforce.

Further Workforce Data for 2025 is unavailable due to the limited figures voluntarily provided by our direct and subcontractor vendors.

As part of our onboarding process for future years, we will incorporate the collection of workforce statistics from our direct suppliers and subcontractors. This will include data on the average percentage of their workforce residing in California as well as insights into the overall diversity of their contractor and subcontractor workforce.

9.1.3 Supplier Diversity Program Expenses

Expense Category	Year (Actual)
Wages	234,000.00
Other Employee Expenses	15,266.51
Program Expenses	
Reporting Expenses	
Training Expenses	
Consultant Expenses	3,293.02
Other Expenses	36,224.50
Total	\$ 288,784.03

1. Wages: salary and payroll-related costs of permanent and temporary employees working on supplier diversity
2. Other Employee Expenses: office space, travel, and non-wage costs
3. Program Expenses: printing, postage, supplies, outreach, and other costs directly related to the program
4. Reporting Expenses: computer, accounting, and other expenses incurred while preparing reports for the CPUC
5. Training Expenses: costs related to training employees (internal) and suppliers (external); included in Wages
6. Consultant Expenses: Cal Water's portion of CWA USDP consultant fees
7. Other Expenses: Cal Water's portion of expenses captured and disbursed by CWA for Class A Companies' USDP and Cal Water's cost for the CPUC Supplier Diversity Clearinghouse

On the Spotlight: The American Indian Chamber of Commerce (AICC) Annual Expo
The AICC hosted their annual Expo at Agua Caliente Casino Resort & Spa in Rancho Mirage, CA on July 13–15, 2025.



The American Indian Chamber of Commerce (AICC) EXPO 2025

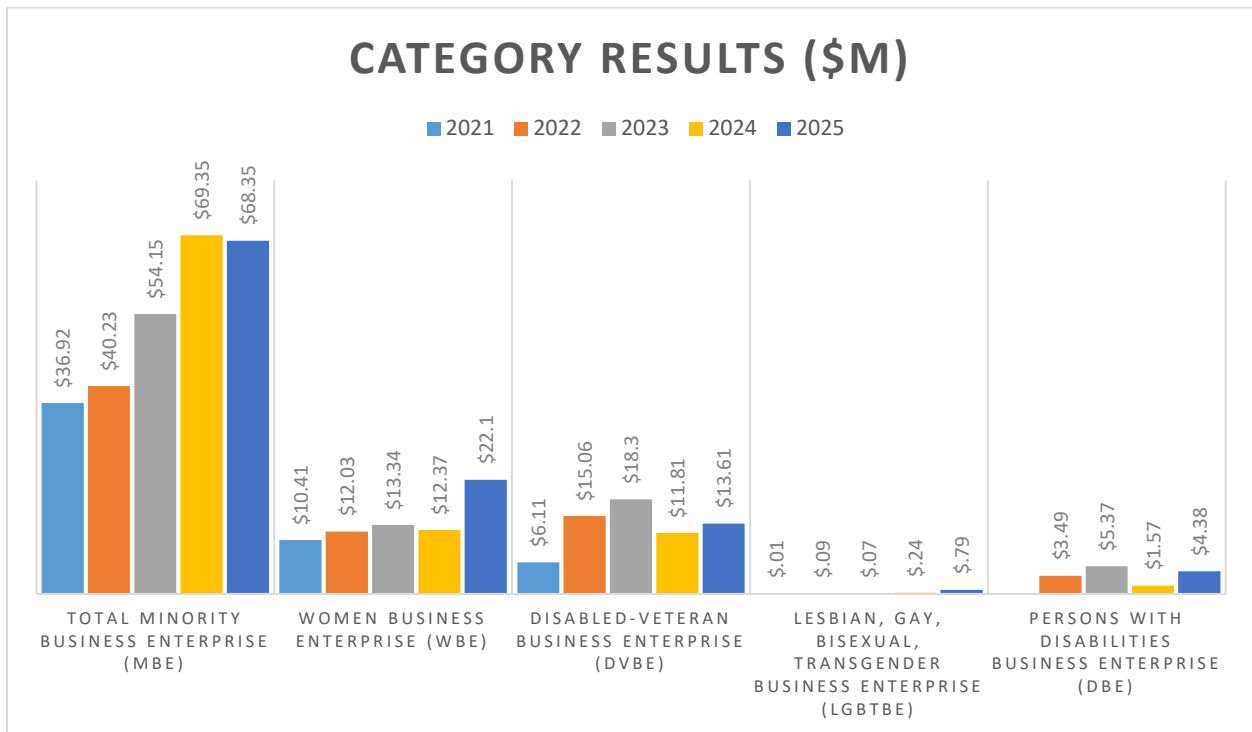
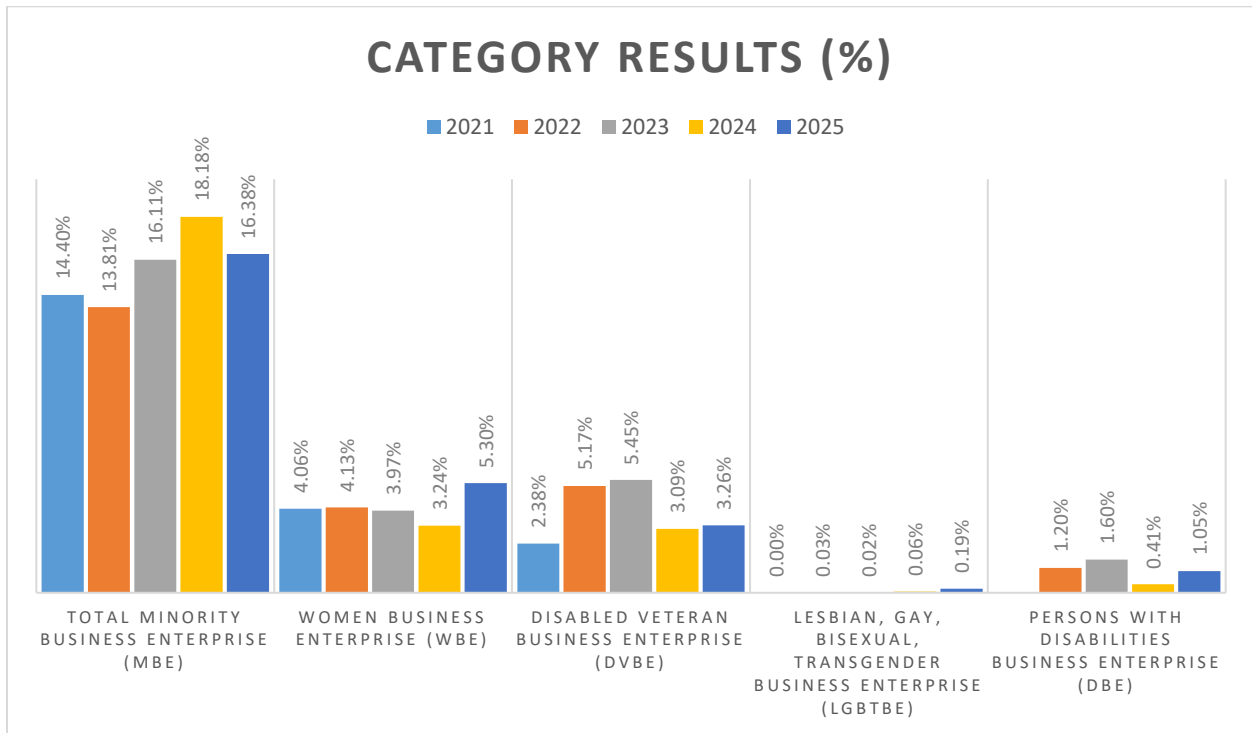
Cal Water actively collaborates with the AICC to foster diversity and inclusivity by participating in events, workshops, and initiatives aimed at empowering businesses, and advocating for policies that support diverse communities.

The AICC’s primary goal is to “provide opportunities for networking and support of Tribes, tribal enterprises, ANCs, and American Indian/Alaska Native (AI/AN) businesspeople.”

Learn more about AICC at: <https://aicccal.org/>

9.1.4 Description of Progress in Meeting or Exceeding Set Goals

Below find additional details on category-specific developments, including both accomplishments and challenges.



Due to rounding, numbers presented may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

Despite a challenging regulatory and operating environment in 2026, Cal Water continues to demonstrate measurable and sustainable progress across multiple supplier diversity subcategories. Increased compliance requirements, particularly PFAS-related treatment, testing, and infrastructure investments across our California districts, have required significant specialized spending. Even within these constraints, supplier diversity remains a core business priority and an integrated component of our procurement strategy.

Within the PFAS treatment space, Cal Water engaged a new diverse supplier, Covenant Technical Solutions, to support specialized compliance and treatment related needs. This engagement reflects our continued effort to identify qualified diverse firms in highly technical and emerging regulatory areas, even where vendor pools are limited.

The increases observed across our supplier diversity subcategories are the result of targeted outreach, relationship building, and repeat engagements. Although PFAS-related regulations and other compliance requirements have driven a significant portion of 2026 spending toward specialized vendors, Cal Water has continued to integrate supplier diversity considerations into planning, sourcing, and execution wherever feasible.

Minority Business Enterprise (MBE)

MBE participation remains consistently strong and reflects stable, long-term growth. This performance is supported by a well-established business pipeline developed through targeted outreach, W.A.T.E.R. program participation, and Meet the Primes events. These efforts have resulted in long-standing supplier relationships and repeat engagements across multiple service categories. The depth of qualified MBE vendors in our pipeline allows us to have sustainable participation and competition in our procurement portfolio.

Women Business Enterprise (WBE)

In 2025, WBEs remained a priority category as we worked to close gaps and make progress toward the overall participation goal.

Our team strengthened partnerships with organizations and programs that support women-owned businesses, with an emphasis on identifying firms capable of competing in higher spend categories. A key outcome of this approach was the development of a stronger WBE pipeline in core project areas such as construction, professional services, and program management.

Disabled Veteran Business Enterprise (DVBE)

DVBE participation continues to demonstrate decent growth, supported in part by material suppliers engaged through master contractors. This structure allows DVBE firms to participate consistently across multiple projects and districts, creating repeatable spending. As capital and compliance-driven projects expand, this model provides a reliable pathway for ongoing DVBE engagement.

Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTBE)

LGBTBE participation increased meaningfully in 2025, particularly within Staffing and Construction Management services. This increase reflects targeted engagement, improved visibility of qualified LGBTBE firms, and alignment between vendor capabilities and project needs.

Persons with Disabilities Business Enterprise (DBE)

Following the GO 156 rulemaking, we updated our Supplier Diversity website to list the category under our program. We continue to partner with Disability:IN and participate in outreach events to increase participation.

Our financial system update has been completed to support current and future suppliers within the designation.

On the Spotlight: Promoventures, Inc.



Promoventures, Inc. is a woman-owned promotional products and branding firm based in San Diego, CA. Founded in

2001, the company specializes in helping organizations elevate their brand through custom apparel, promotional merchandise, and corporate gifting solutions. Promoventures provides end-to-end support, working closely with clients to align product selection with branding goals, timelines, and budgets. Their offerings range from logo-branded apparel and employee uniforms to trade show giveaways, event merchandise, and customer appreciation items.

What sets Promoventures apart is its personalized, hands-on approach and commitment to quality and service. The team focuses on understanding each client's use case, whether it's outfitting staff for a major event, reinforcing brand identity through everyday wear, or creating memorable promotional items that leave a lasting impression. By combining creative insight with reliable execution, Promoventures continues to support businesses across industries with practical branding solutions that drive visibility, engagement, and brand consistency.

Cal Water is proud of its long-standing partnership with Promoventures. Since 2018, this relationship has grown significantly, resulting in nearly 300 purchase orders and reflecting a strong, trusted collaboration over time. Lee Anne Davis, CEO of Promoventures, consistently engages with our team with professionalism, kindness, and respect, reinforcing the values that define a successful partnership. We are proud to have Promoventures as part of Cal Water's ongoing commitment to being a leading provider of water and wastewater services while delivering quality, service, and value to our customers.



Learn more about **Promoventures, Inc.** at:

<https://www.promoventures.com/>

9.1.4 Supplier Diversity Procurement Results Compared to Set Goals

Category	Result	Goal
Minority Male Business Enterprise	16.38%	12.0%
Minority Female Business Enterprise	0.00%	3.0%
Minority Business Enterprise (MBE)	16.38%	15.0%
Women Business Enterprise (WBE)	5.30%	5.0%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.19%	1.5%
Disabled Veteran Business Enterprise (DVBE)	3.26%	1.5%
Persons with Disabilities Business Enterprise (DBE)	1.05%	N/A
8(a)	0.23%	N/A
TOTAL	26.40%	23%

Due to rounding, numbers presented may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

On the Spotlight: The California Hispanic Chambers of Commerce (CHCC) Annual Convention
The Annual Statewide CHCC Convention was held in Pomona, CA on August 20–22, 2025.



The Annual Statewide Convention of the California Hispanic Chambers of Commerce (CHCC)

Cal Water has been a proud partner of the CHCC for many years.

We are fully supportive of their mission to represent the interests of California's 815,000 Hispanic-owned businesses through its advocacy, education, and empowerment programs, and feel a natural alignment with their values of inclusivity and diversity.

At their annual convention, Cal Water maintains a significant presence every year by serving on and hosting educational and informative panels, offering real-world solutions for small businesses seeking to engage and do business with companies such as Cal Water. Our Supplier Diversity Program and our commitment to engagement with minority-, women-, and veteran-owned businesses sets us apart and is appreciated and valued by the attendees and the Chambers.

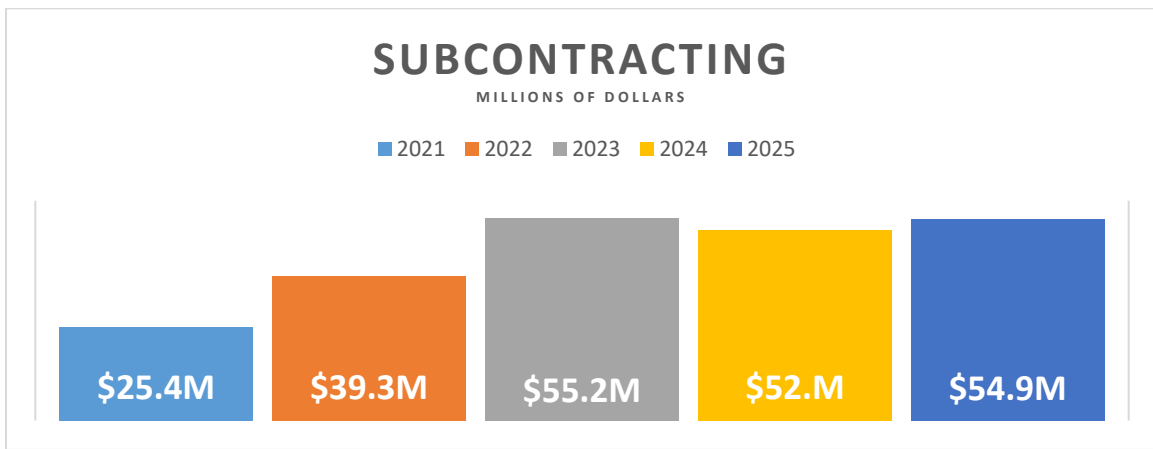
Learn more about CHCC at: <https://www.cahcc.com/>

9.1.5 Description of Prime Contractors Utilization of Diverse Subcontractors

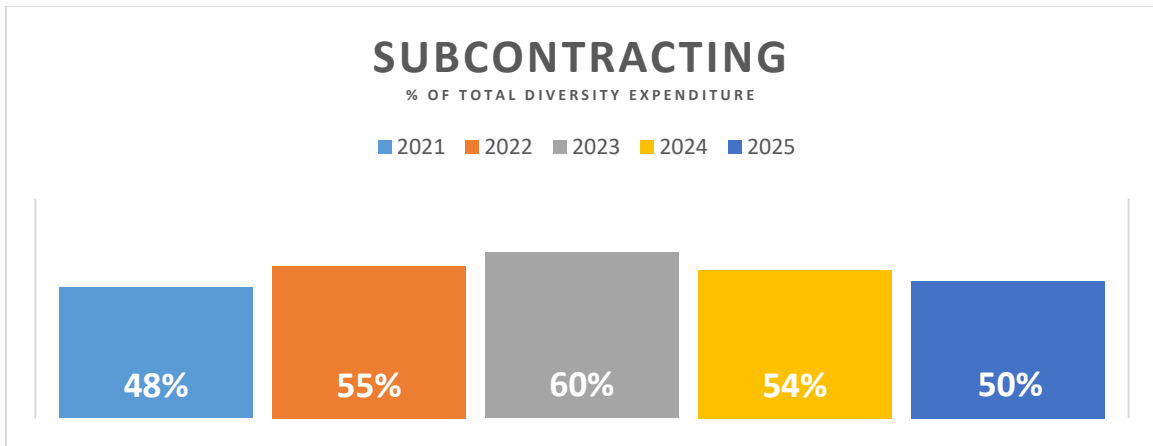
Subcontracting continues to play a critical role in Cal Water’s supplier diversity strategy, particularly on large and complex projects where direct contracting opportunities for WMDVLGBTBE firms may be more limited. GO 156 encourages utilities to pursue diverse participation at multiple levels of the supply chain, and Cal Water’s approach remains closely aligned with that guidance. In 2025, the subcontracting program focused on clearly communicating supplier diversity expectations to prime contractors, including the expectation that they make good-faith efforts to identify and utilize WMDVLGBTBE subcontractors where feasible. Supplier diversity language was incorporated into solicitations when appropriate, encouraging bidders to include thoughtful plans for diverse subcontractor participation. The program also emphasized active support through facilitated introductions between prime contractors and qualified WMDVLGBTBE firms identified through outreach efforts, vendor registrations, and external partnerships, helping foster relationships that extend beyond individual projects.

Going forward, we plan to explore additional ways to strengthen Tier-2 reporting, deepen expectations for prime contractors, and recognize those who demonstrate outstanding performance in supporting supplier diversity.

The success of our approach is evident in the subcontracting-expenditure figures:

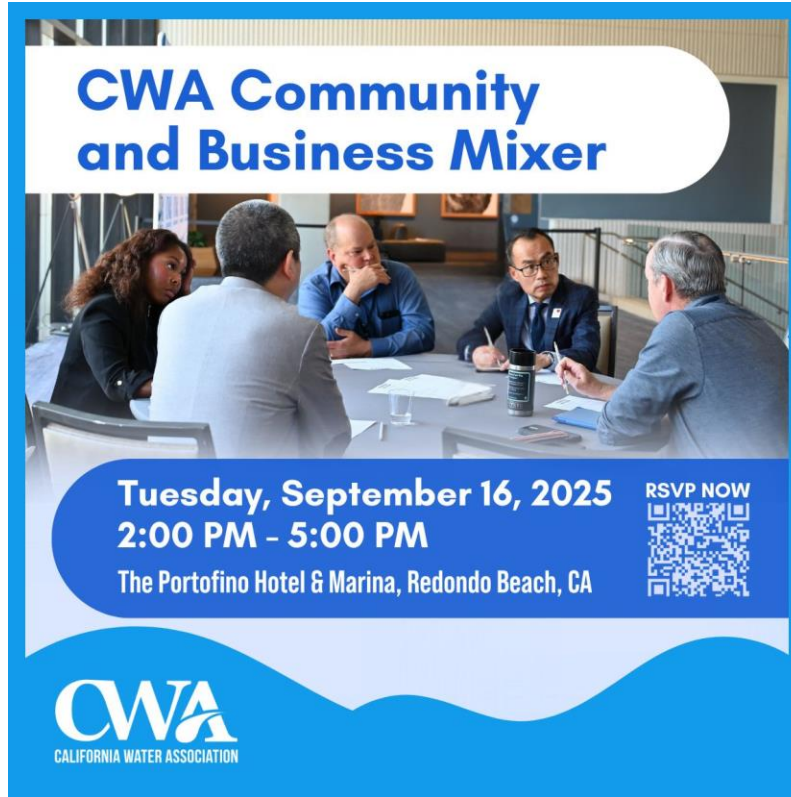


It is also evident in the percentage that subcontracting contributes to overall supplier-diversity expenditures:



California Water Association (CWA), Community and Business Mixer

On September 2025, CWA hosted a Community Mixer in Redondo Beach, CA to bring local chambers, nonprofits, community-based organizations, and water utilities from across California for an afternoon dedicated to connection, resource sharing, and partnership building.



California Water Association (CWA), Community and Business Mixer

This event was an opportunity to refocus on community engagement, economic opportunity, and local resilience. It was a perfect space to meet others making an impact and explore ways to support each other's work.

We were pleased to host this business mixer within Cal Water's service territory and to welcome local businesses and community members who live and operate within the areas we proudly serve.

California Water Association (CWA), Meet the Primes (MTP)

CWA proudly hosted the MTP event, bringing together diverse-owned businesses and leading prime contractors to foster new partnerships and business opportunities. This event provided a platform for networking, mentorship, and valuable insights into upcoming projects and procurement processes. By connecting small and diverse businesses with industry leaders, we continue to support economic growth and supplier diversity within our community.



California Water Association (CWA), Meet the Primes (MTP)

This year's Meet the Primes event hosted over 100 companies, providing a platform for networking and business development. Businesses had the unique opportunity to enter a pitch competition, hear from Prime contractors, and network with Utility leadership. Many key business leaders from our company, such as the Chief Engineer, VP of Procurement, Director of Operations, and District Managers, attended the event. By fostering these connections, we continue to support supplier diversity and create pathways for growth within our industry. We ended our event with the Melanie Rae Small Business Joy Award, which was given to Lee Anne Davis of Promoventures, Inc., a long-time diverse partner of our company.

Link to our 2025 MTP Event Video: [Click here](#)

9.1.5 New Diverse Prime and Subcontractor Utilization

Category	New Prime Contractors #	New Subcontractors #
Minority Male Business Enterprise	12	1
Minority Female Business Enterprise	-	-
Total Minority Business Enterprise (MBE)	12	1
Women Business Enterprise (WBE)	14	1
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	2	-
Disabled Veteran Business Enterprise (DVBE)	1	-
Persons with Disabilities Business Enterprise (DBE)	1	-
8(a)	-	-
Total	30	2

9.1.5 Summary of Diverse Contractor Utilization

Total Prime Contractor Utilization of Diverse 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 \$	\$ 44,326,019.28	\$ -	\$ 44,326,019.28	\$ 4,811,237.65	\$ 791,777.89	\$ 132,710.00	\$ 4,216,469.56	\$ 956,330.50	\$ -	\$ 55,234,544.88
Sub \$	\$ 24,020,092.82	\$ -	\$ 24,020,092.82	\$ 17,285,568.69	\$ -	\$ 13,474,314.01	\$ 162,821.00	\$ -	\$ -	\$ 54,942,796.52
Total \$	\$ 68,346,112.10	\$ -	\$ 68,346,112.10	\$ 22,096,806.34	\$ 791,777.89	\$ 13,607,024.01	\$ 4,379,290.56	\$ 956,330.50	\$ -	\$ 110,177,341.40
Direct %	10.62%	0.00%	10.62%	1.15%	0.19%	0.03%	1.01%	0.23%		13.24%
Sub %	5.76%	0.00%	5.76%	4.14%	0.00%	3.23%	0.04%	0.00%		13.17%
Total %	16.38%	0.00%	16.38%	5.30%	0.19%	3.26%	1.05%	0.23%		26.40%

Net Procurement * \$ 417,276,043.52

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)	Veteran Business Enterprise (DVBE)	Disabilities Business Enterprise (DBE)	8(a)*		Total Supplier Diversity Spend
In-State Direct \$	\$ 43,870,547.07	\$ -	\$ 43,870,547.07	\$ 3,604,402.96	\$ 791,777.89	\$ 132,710.00	\$ 4,216,469.56	\$ -	\$ -	\$ 52,615,907.48
In-State Sub \$	\$ 23,864,058.49	\$ -	\$ 23,864,058.49	\$ 17,065,464.64	\$ -	\$ 13,474,314.01	\$ 162,821.00	\$ -	\$ -	\$ 54,566,658.14
Total \$	\$ 67,734,605.56	\$ -	\$ 67,734,605.56	\$ 20,669,867.60	\$ 791,777.89	\$ 13,607,024.01	\$ 4,379,290.56	\$ -	\$ -	\$ 107,182,565.62
In-state direct %	10.51%	0.00%	10.51%	0.86%	0.19%	0.03%	1.01%	0.00%		12.61%
In-state sub %	5.72%	0.00%	5.72%	4.09%	0.00%	3.23%	0.04%	0.00%		13.08%
Total %	16.23%	0.00%	16.23%	4.95%	0.19%	3.26%	1.05%	0.00%		25.69%

Net Procurement * \$ 417,276,043.52

On the Spotlight: Sacramento Valley Small Business Development Center (SBDC)

“With unparalleled access to no-cost expertise from entrepreneurs who have seen it all, Sacramento Valley SBDC provides small businesses with the solutions they seek and the confidence they need to realize their dreams.”



Sacramento Valley Small Business Development Center (SBDC), 2025

Cal Water participated in multiple events in partnership with the Sacramento Valley SBDC. We continue to create access and opportunities for all diverse business enterprises while advocating for inclusive business practices that drive meaningful impact within the community we serve.

Learn more about the Sacramento Valley SBDC at: <https://www.sacramentovalleysbdc.org/about/>

9.1.6 List of Supplier Diversity Complaints Received and Current Status

No complaints received.

9.1.7 Description of Efforts to Recruit Diverse Suppliers in Low-Utilization Categories

To expand participation in historically low-utilization categories, Cal Water takes a proactive and focused approach to supplier recruitment. This includes identifying gaps in participation, prioritizing outreach in those areas, and engaging directly with underrepresented vendors through trade associations, community-based organizations, and supplier development partners. Beyond initial engagement, the program emphasizes long-term readiness by offering guidance, education, and access to tools that help diverse suppliers strengthen their capabilities, navigate utility procurement processes, and compete more effectively for future opportunities.

Through active participation in the Utility Supplier Diversity Program (USDP), Cal Water works alongside other Class A Water utilities to amplify outreach efforts and reduce barriers to entry for diverse suppliers. Joint initiatives such as coordinated outreach events, Meet the Primes, and W.A.T.E.R. classes allow Cal Water to reach a broader pool of qualified vendors while creating consistent messaging across utilities. Looking ahead, these collaborations will continue to evolve with a greater focus on targeted recruitment in low \-utilization categories, deeper supplier engagement earlier in the pipeline, and shared strategies that translate outreach into measurable participation and sustained supplier relationships.

On the Spotlight: Veterans In Business (VIB) Network

In November 2025, we attended the 9th Annual VIB Network National Conference in San Diego, CA.



If you build it, they will come. Opportunities Await.

Title Sponsor:

T Mobile

Veterans In Business (VIB) Network, San Diego, CA

“The Veterans In Business (VIB) Network is a nonprofit 501(c)3 organization that advocates for all Veteran Businesses, including SDVOSBs and DVBEs. We help Veteran businesses build connections between Corporations, Government Agencies, and Prime Contractors looking to create partnerships for contracting opportunities.”

Cal Water is deeply committed to supporting veterans and disabled veterans in business. We actively seek out opportunities to collaborate with veteran-owned businesses, provide mentorship and resources to their needs.

Learn more about the VIB Network at: <https://www.vibnetwork.org/>

2026 ANNUAL PLAN

10.1.1 Supplier Diversity Short-, Mid-, and Long-Term Procurement Goals

In 2026, Cal Water’s goal is to meet the overall 23% spending-level target set by the Commission and the individual goals per category. At the same time, we remain focused on increasing business with WBEs and LGBTBEs during the calendar year.

Category	Short-Term Goals	Mid-Term Goals	Long-Term Goals
Total Minority Business Enterprise (MBE)	15.00%	15.00%	15.00%
Women Business Enterprise (WBE)	5.00%	5.00%	5.00%
Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTBE)	1.50%	1.50%	1.50%
Disabled Veteran Business Enterprise (DVBE)	1.50%	1.50%	1.50%
TOTAL	23.00%	23.00%	23.00%

Breaking down goals by SIC code is not practical as the needs for products and services differ yearly due to a variety of reasons (e.g., rate cases, major events). We strive to identify areas and trades with future opportunities throughout this report.

10.1.2 Description of Supplier Diversity Program Activities Planned for the Next Calendar Year

With our success in 2025, we look at 2026 to further advance opportunities for diverse suppliers.



The program is anchored on five supporting pillars directly contributing to the program’s goal:

Procurement Policy

Cal Water will continue to intentionally invite diverse suppliers into every competitive procurement where applicable while consistently evaluating the outcomes of those efforts over the course of the year. In parallel, the policy framework will be revisited on a scheduled basis to confirm that expectations, provisions, and requirements remain practical and aligned with real-world field operations.

Beginning in 2026, Cal Water will introduce an expanded component within the supplier onboarding process that allows suppliers to voluntarily provide workforce-related demographic information. This

enhancement is intended to improve transparency, broaden participation, and strengthen the quality of data available to support supplier diversity reporting and analysis in 2026.

Internal Communications

Similarly, we'll keep our leadership and board updated periodically, meet with the Engineering Capital Delivery team biweekly, and participate in the Storekeepers Forum to address questions on supplier diversity at every stakeholder level within our organization.

Subcontracting Program

In 2026, we plan to engage a third-party consultant to strengthen and streamline our Tier 2 reporting processes. This partnership will focus on improving efficiency, developing a comprehensive program SOP to formalize internal controls and workflows, and leveraging technology to automate key elements of California Public Utilities Commission General Order 156 reporting.

External Outreach

In 2026, we will continue expanding external outreach through a mix of virtual and in-person engagements designed to broaden supplier awareness and participation in future procurement opportunities. These efforts will prioritize relationship-building with potential suppliers, community stakeholders, and industry partners while also facilitating the exchange of insights on emerging best practices. In parallel, we will focus on identifying and supporting emerging, community-based organizations (CBOs) that demonstrate innovative approaches to strengthening local economies and increasing supplier readiness.

Capacity Building & Technical Assistance (CB&TA)

Our 2026 CB&TA strategy will continue to operate through a two-track model. The primary track will remain our partnership with the CWA through the W.A.T.E.R. (Water Acumen Training for Entrepreneurship Refinement) certification program, supporting suppliers seeking long-term capacity growth. A secondary track will focus on targeted certification assistance for eligible but noncertified vendors already participating in, or seeking entry into, our supply chain.

10.1.3 Plans for Recruiting Diverse Suppliers in Low-Utilization Categories

In 2026, we will continue a thoughtful and data-informed approach to recruiting diverse suppliers in low-utilization categories with specific emphasis on increasing participation among women-owned businesses and LGBTBEs. These efforts will support continued progress toward established subcategory benchmarks while recognizing the structural challenges associated with specialized water-industry services.

Certain procurement areas such as tank coating, wet utility undergrounding, well and pump repair, and specialized electrical services require advanced technical expertise, specialized equipment, and compliance with complex regulatory standards. These conditions naturally limit supplier availability and can constrain competition. In response, our approach will focus on long-term supplier development, early engagement, and targeted outreach to expand the qualified supplier pipeline over time.

10.1.4 Plans for Recruiting Diverse Suppliers Where Unavailable

We will follow activities noted in sections 10.1.2 and 10.1.3 to identify viable suppliers.

10.1.5 Plans for Encouraging Prime Contractors to Subcontract with Diverse Suppliers

In 2026, we will place increased emphasis on strengthening Tier-2 subcontracting visibility by working more closely with prime contractors to improve the quality and consistency of reported data. Our focus will be on targeted engagement that supports primes in expanding their diverse subcontractor pipelines while reducing administrative burden. As part of this effort, we may explore providing prime contractors with curated lists of qualified diverse suppliers—identified through outreach events and industry engagement enabling primes to more efficiently identify potential partners and increase participation. These actions are intended to support more accurate Tier-2 reporting, improve transparency, and create meaningful subcontracting opportunities over time.

10.1.6 Plans for Complying with Supplier Diversity Program Guidelines

Cal Water intends to comply with the Diverse Supplier program guidelines established by the CPUC, as required by Public Utilities Section 8283(c). The CPUC Executive Director's Office will be responsible for developing, periodically refining, and recommending such guidelines for the CPUC's adoption in an appropriate procedural forum.

Cal Water will also continue to comply with the GO 156 program guideline, participate in the CPUC's Supplier Diversity Forums and Workshops as requested, and work in partnership with the CWA and Joint Utilities to address the challenges faced by diverse suppliers in the procurement process.

Prepared by:

Jordan Nakasone
Supplier Diversity Program Manager
California Water Service
Jnakasone@calwater.com