

2023 BEST COMPANIES FOR

SUPPLY CHAIN INCLUSION AND EQUITY

LEADING CHANGE

Meet Donna Ruff,
WRMSDC's New
President and CEO

Pg 4



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Siemens Mobility is a multicultural organization that promotes diversity at all levels. Siemens' mission is to give businesses owned by minorities, women, the disadvantaged, the disabled, veterans and other diverse suppliers maximum opportunity.

usa.siemens.com/mobility

SIEMENS

PRESIDENT'S LETTER

As we navigate a world that constantly tests our commitment to diversity, equity and inclusion (DEI), it becomes increasingly crucial for us to stand firm and united in our support for small and minority businesses. In recent times, we have witnessed corporations facing undue pressure and attacks on their commitment to DEI initiatives. While these challenges may seem daunting, they serve as a stark reminder that we not only uphold but also reinforce our dedication to supplier inclusion, recognizing it as a cornerstone for fostering economic growth and resilience.

Diverse businesses play a pivotal role in economic recovery, contributing to job creation, innovation and community development. The resilience of these businesses, coupled with their ability to weather economic storms, positions them as vital pillars in sustaining our communities.

Despite the remarkable contributions of minority- and

women-owned businesses to our communities, they still represent the minority of corporate spend. This disparity calls for a renewed commitment from corporations to reevaluate and amplify their support for these enterprises. By doing so, we not only foster a more inclusive business environment but also pave the way for sustainable economic growth.

Together, we can weather the storms that come our way, ensuring that small and minority businesses not only survive but thrive. Our collective strength lies in our unwavering dedication to fostering a business environment that is not only diverse but also just and equitable.

Thank you for your continued support and dedication to our shared mission.

Sincerely,

DONNA RUFF
President / CEO
 WRMSDC



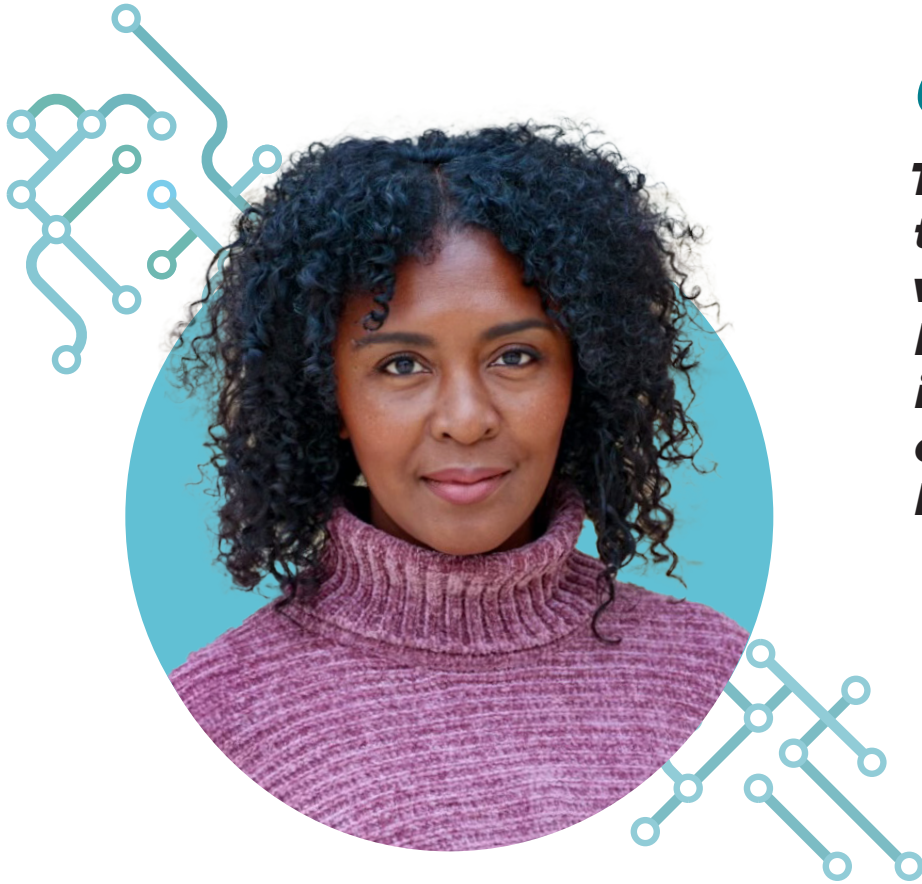
PHOTO COURTESY OF WRMSDC



WE'RE ALL IN THIS TOGETHER.

At Kaiser Permanente, we don't see health as an industry. We see it as a cause. And one that we very much believe in. During this extraordinary time we are especially thankful to the heroism of our frontline workers. And, we would like to express our deepest gratitude to all of our outstanding care teams and individuals who deliver on the Kaiser Permanente mission each day to improve the health of our members and the communities we serve. We are here to help you thrive. **Learn more about Kaiser Permanente supplier diversity at supplierdiversity.kp.org.**

TRAILBLAZING LEADERSHIP: HOW WRMSDC'S NEW PRESIDENT AIMS TO SHAPE THE FUTURE OF SUPPLIER DIVERSITY



DONNA RUFF

President & CEO

Western Regional Minority Supplier Development Council

Q: What led you to this new position as the President & CEO of the Western Regional Minority Supplier Development Council?

My journey into supplier diversity began more than 15 years ago, working for a non-diverse industrial services company based out of Houston, Texas. As a part of a process improvement initiative, I moved to California to assist in the efforts with the company's single largest client and was quickly tasked with creating and managing their supplier diversity program. During that experience and working as a prime supplier to many large corporations across the nation, I learned so much about what was feeding my soul to continue my journey in supplier diversity, advocating for small, minority- and women-owned businesses and sustaining our communities.

I next found my way to working at a bank for the last five years, also managing the supplier diversity program. With many corporations, supplier diversity is typically managed through

procurement, and in other cases, it may roll up through corporate social responsibility. I was very fortunate to see both sides of that coin at the bank. The support and mentorship I gained throughout my career have been amazing, and I feel that the lessons learned and experiences have allowed me to come full circle into this role as a President/CEO of WRMSDC, and it's an honor to serve as the first woman president of this organization.

Being able to sit on different sides of the table, as a supplier, navigating every network event to the necessary contact with a potential corporate client, to the side of the table as the corporation and finding "corporate ready" suppliers to contract/partner with and now on the side of the table as an advocate at WRMSDC to be able to assist with both MBE and corporate connections.

Q: What is your vision for WRMSDC?

The template that was created prior to me is a work of art. It works very, very well. My vision is to

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build on what already exists and identify additional areas where we can continue to grow our minority business community. Alongside our corporate supporters and MBEs, I want to put more focus on and engage more with organizations like the chambers of commerce within our footprint and the respective small businesses that are part of those organizations, thus growing the access to additional MBEs. Banding together with these organizations further builds a collaborative ecosystem of inclusion, innovation and growth. Together, we can further create opportunities for networking, knowledge sharing, advocacy and community engagement.

Q: What challenges are you facing in 2024?

With economic uncertainty and a looming recession, it brings challenging times for corporations to plan and predict future business conditions and results in supply chain disruption and cost-cutting pressures. This

cost-cutting typically impacts budgets for diversity and inclusion initiatives, including supplier diversity programs. We are also in a situation in this country where DEI (diversity, equity and inclusion) initiatives are being attacked. With policy reversals such as the SBA 8(a) program, major rollbacks at our universities and legal action challenging meritocracy that will affect what's happening in DEI, now is the time to double down and forge on toward closing the equity gap.

Other challenges include supplier consolidation as a result of a merger/acquisition, internal education throughout the organization on supplier diversity, connecting opportunities for MBEs with opportunities outside of their respective industry group, and among other challenges, there is also little to no visibility of

succession plans/exit strategies for first-generation MBE suppliers and are often sold to non-diverse entities, thus losing their diversity status and spend.

Q: What are some of the innovative ways that WRMSDC is working to address those challenges?

We have an amazing community of support from both our MBE community and the corporations that support the community and council and are hugely committed to closing the wealth gap. Open communication and thought leadership are key.

Roughly 85% of Fortune 100 businesses in the United States have supplier diversity initiatives; on average, 10% of that spending goes to these diverse-owned businesses. However, we continue to see the list of corporations joining the billion dollar roundtable grow, and the spend with diverse suppliers is growing as well. The shared best practices from these corporations and the thought leadership from that playbook for supplier diversity excellence are readily available.

Ways to integrate through supplier consolidation as a result of a merger/acquisition is the perfect time to collaborate with the business units involved to create a future that includes supplier diversity and improving internal processes, vendor onboarding and contractual language. Internal education throughout the organization is imperative, as every employee plays a part in supply-chain inclusion. WRMSDC hosts an annual leadership summit, where we discuss best practices in supplier diversity, have engaging conversations and educational

opportunities specifically with our corporate supporters and invite their respective colleagues to participate.

In addition to our supplier leadership summit, we have other educational opportunities for both our corporate supporters and MBEs. For example, our supplier toolkit is being developed to provide best practices for supplier diversity programs at every stage of their program, whether they are just beginning or embarking on reaching the billion-dollar roundtable. We also pair corporate supporters who are new to creating their supplier diversity program with corporate supporters who are more seasoned to guide them on their journey of growing their program internally. We also have our executive advisory committee, which is made up of senior leaders from many of these organizations, who come together a few times a year and are engaged in conversation on innovation, increasing inclusion and agility within the supply chain.

Q: What are some of the pain points that you're hearing from your members today?

The biggest pain points for both corporate members and MBEs are the available opportunities. Several factors come into play, including how MBEs are connected with opportunities outside of their respective industry group, corporations expanding their supplier base to non-US Regions, competitive pressures on MBEs to further lower costs, and the small number of MBEs in non-traditional commodities.



Internal education throughout the organization is imperative, as every employee plays a part in supply-chain inclusion.”



(From left to right) Shabana Siraj of Trident Consulting, Richard Chacon, formerly with US Bank, now retired, WRMSDC President Donna Ruff and Rachelle Salem of Trident Consulting show their support at a council gala.



WRMSDC President Donna Ruff hosted a Small & Minority Business Networking Mixer in Reno, NV, which brought together corporations, government agencies and diverse suppliers for a day of connections and opportunities.

The WRMSDC team celebrates winning Council of the Year from its national organization three times. The award recognizes the work of the WRMSDC staff, board, minority businesses, corporate members, diverse suppliers and community are doing to impact diverse communities everywhere.



PHOTOS COURTESY OF WRMSDC

| Q&A |

HOW CERTIFICATION HELPS SMALL BUSINESSES BREAK BARRIERS



CHRISTINE MADDELA

Managing Partner
Storyville RD

Q: How did Storyville RD come into existence?

I was a journalist, news anchor and reporter for many years. In 2020, my television station in Las Vegas laid off a group of the longest-tenured women at the station. I was laid off, just like roughly 5 million other women during the pandemic. At that point, I decided to change paths. My now business partner, videographer and video editor Ray Arzate, and I started Storyville RD. We built a team of talented storytellers, and we now put our decades of video production experience, expertise and storytelling skills to work for our clients.

We've seen remarkable growth, and a lot of that is due to our involvement with WRMSDC and getting certified as a minority-owned and women-owned business enterprise. One of my fears in starting a business was that I would be isolated, leaving a built-in network of coworkers, water cooler talks and lunches. But getting involved with WRMSDC expanded my network to fellow business owners and corporate representatives who want to grow small and diverse-owned businesses and want to see you succeed. The surprising part to me was not only finding my personal passion and purpose in entrepreneurship but also finding more genuine encouragement and tangible support than I had ever felt in my former career. I now have

an entire support system of fellow business owners, corporations and community partners who are invested in not only my success but the success of our broader communities.

Q: How do you describe the importance of supplier diversity, especially for large corporations?

Supplier diversity is a path to bridge the racial wealth gap. Through certification, we, as small and diverse-owned suppliers, can mitigate risk to these large corporations. We go through an extensive process to demonstrate we are who we say we are. Our financials are in check. We're not going to disappear from your supply chain and disrupt service to your global clients.

Nearly half of the country's private sector employees work for a small business. We need to support those small businesses. Then when we take a broader view and look at the ripple effect of supporting small and diverse-owned businesses, we see the research that diverse-owned businesses invest in and hire within their communities. That helps all of us. If you enrich minority-owned, LGBTQIA+ -owned, women-owned and veteran-owned businesses, you'll see stronger economies and stronger communities. You'll see reduced crime; people will be able to buy homes and send their children to school. It's a

net positive for the entire U.S. economy.

Q: What advice do you have for other minority-owned businesses that might be interested in certification?

Certification is one of the best ways to expand your network and be visible to a broader audience. If your business is interested in and ready to work with the federal, state or local governments or large corporations, certification is the way to go. There is no other way for you to go and knock on the doors of Google, Apple, Meta or large health care agencies. You just can't pop up as a small business owner and say, "Hey, you want to take a chance on me?" The infrastructure certification gives you a fast-track pipeline to expand your customer base, particularly with large corporations.

Q: Do you have any advice for corporations that are looking to scale or improve their supplier diversity programs?

Look at it as an opportunity. An opportunity for you and for your suppliers. When we as small business owners are given an opportunity, we're off to the races. Many small and diverse businesses have overcome so much to even get to that point. We're not only ready to work to earn your business, we're ready, willing, and able to succeed at a high level because we're going to be more

cost-effective, and we're going to offer better customer service. We're often able to service needs more quickly and efficiently than some of our larger competitors because we're nimble. Plus, our lived experiences make us scrappy and hungry. Supplier diversity fosters healthy competition within the supply chain, which is good for your bottom line and the overall economy. You'll see small and diverse-owned businesses rise to the occasion if you just give them an opportunity.

Q: How have you seen the landscape for supplier diversity efforts change over the last few years?

It's scary as a new business owner to see 13 state attorneys general from all over the country sign letters in favor of turning back decades of inclusion work. That's in addition to the increasingly divisive national landscape surrounding all things DE&I. But I've also seen a recommitment from other state leaders, supplier diversity professionals and corporations, so that's heartening.

Supplier diversity is not philanthropy. It's not something corporations do to earn diversity points. The research and the data backs that up. When corporations diversify their supply chains, employee base and leadership, it reflects in the bottom line. It's good for consumers. It's good for the supply chain. It's good for the economy. It is good business. Period.



Storyville RD's managing partners Christine Maddela & Ray Arzate at the 2023 National Academy of Television Arts and Sciences (NATAS)- Pacific Southwest Chapter Regional Emmy Awards Gala. Storyville RD took home four Emmy awards total. While several Storyville team members have received numerous Emmy awards throughout their careers, this year was special because these four were the first wins for Storyville RD as a company.



24 women from across the country were named 2023 Entrepreneurial Women of Impact award winners by the Women Presidents Organization sponsored by JPMorgan Chase Commercial Banking. The award recognizes outstanding professional achievements and community service of women of color entrepreneurs. We were recognized, in part, due to the fact Storyville RD provides no cost video production services to values-aligned nonprofit organizations to amplify their voices and spread awareness about their causes.

PHOTOS COURTESY OF STORYVILLE RD

Thank you

EAGLE PROMOTIONS

Custom Apparel & Promotional Items

*a WRMSDC MBE
Platinum Partner!*

2023 TOP BAY AREA COMPANIES FOR SUPPLY CHAIN INCLUSION AND EQUITY

We called upon Bay Area companies to send us their data regarding important practices of supplier diversity.

COMPANY	Percent of Spending with Diverse Suppliers	Have a Formal Inclusive Supply Chain Program	Company track second tier diverse spend of Prime Suppliers	Have a company representative that serves on the Board of either GGBA, other LGBT organization, WRMSDC or WBEC-Pacific	Senior Procurement or Supplier Diversity Officer presents supplier diversity results to internal board annually	National Member of third party certification organization	Regional members of third party certification organizations
EQUINEX	4.4%	YES	YES	NO	YES	NGLCC, NMSDC, WBENC	WRMSDC
FEDERAL RESERVE BANK OF SAN FRANCISCO	20.5%	YES	YES	YES	YES	NGLCC, NMSDC	GGBA, WRMSDC, WBEC-PACIFIC
FEDERAL HOME LOAN BANK OF SAN FRANCISCO	27.1%	YES	YES	NO	YES	NO	WRMSDC
HEWLETT PACKARD ENTERPRISE	8.0%	YES	YES	YES	NO	NO	WRMSDC, WBEC-PACIFIC
INTEL	3.0%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	WRMSDC, WBEC-PACIFIC
KAISER PERMANENTE	17.0%	YES	YES	NO	YES	NGLCC, NMSDC, WBENC	WRMSDC, WBEC-PACIFIC
ROBERT HALF	19.6%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	WRMSDC, WBEC-PACIFIC
SALESFORCE	N/A	YES	YES	YES	NO	NGLCC, NMSDC, WBENC	GGBA, WRMSDC, WBEC-PACIFIC
STATE COMPENSATION INSURANCE FUND	16.1%	YES	YES	NO	YES	NGLCC, WBENC	WRMSDC
SWINERTON	22.0%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	WRMSDC

The 2023 Top Bay Area Companies for Supply Chain Inclusion and Equity list was created in collaboration with the Western Regional Minority Supplier Development Council (WRMSDC).

To qualify for this list, companies must have operations in the nine-county Greater Bay Area. Each participating company was required to complete a brief online survey. There was no fee associated with participation in the survey or publication in the Top Bay Area Companies for Supplier Diversity list.



Gilead is Committed

For more than 35 years, we've pursued the impossible. Despite what challenges may lay ahead, at Gilead, we are committed to creating a healthier world for all people. With a bold and transformative approach, we are producing scientific innovation that has the potential to become the next generation of life-changing medicines.

We are seeking small businesses and diverse suppliers who share our commitment and reflect the patients, customers, and communities we serve.

For more information, please visit [Gilead.com/SupplierInclusion](https://www.gilead.com/SupplierInclusion)



| Q&A |

ONE SUPPLIER'S JOURNEY FROM STARTUP TO INDUSTRY LEADER

Q: How did Eagle Promotions come into being?

I started Eagle in 1995 when I was 20 years old. By the time I turned 25, I had two children and was working long hours. It was taking a toll on me and also the family. I decided that I needed to either get bigger or get smaller. I knew Mario Stadlander from being a good competitor in town, and he had a young family, too. We both needed a lifestyle change and a healthy work balance. So, in 2001, we got together and decided two heads were better than one. When we came together, we were two smaller companies, but one plus one definitely equaled three. We grew the company together, and now, 22 years later, we are one of the largest companies in the United States in our space.



SEAN ONO
CEO
Eagle Promotions

Q: What prompted you to seek certification as a minority-owned business, and how has it helped your business?

We were doing work with quite a few of the members and also the council itself, and they came to us and said, "Hey, you should apply for certification." I'm not a hundred percent Japanese and didn't know whether I would qualify, but they explained that I could. They really helped us through the process. We've been certified for about 15 years.

Today, our revenue is north of \$40 million, and we have 200 employees. Though we do ship internationally to our clients who have a global presence, such as Disney and Hard Rock Café, we manage everything from Las Vegas.

We're very excited for 2024. We've already got a lot of open orders that have already been placed for next year. We're actively looking to hire a COO right now to help us with the growth plan, which is about a 20 percent budget increase.

Many larger corporations have a diversity budget and are actively looking for solid, minority-certified companies that could help with their goods and services. Before, we would always have to knock on the client's door. Now they're actually knocking on ours.

Certification is a great spotlight on the company.

Q: What are some of the ways that you've worked with WRMSDC?

We are big supporters of WRMSDC. We've hosted mixers and other networking events here at our facility. MGM Resorts is a large client of ours. They've done a mentee/mentor program for the council, and we've participated in that. We've done golf tournaments. Any initiative that the council does, we look to help do what we can. We're also a platinum member, which means we're a larger sponsor of their initiatives, and they refer companies that need services that we provide.

Q: What advice do you have for other minority-owned businesses that are interested in expanding their client base?

First, find a mentor. When I started my business very young, I had my father as an example. He's an entrepreneur and would also surround himself with other business owners. The next thing is to grow slowly and steadily.

We've never hit a home run. My dad always told me that singles still get you around the bases.

Also, financially, we've always been very astute and frugal. We kept our profits in the company, and that really helped us grow. We didn't get over-leveraged.

Building relationships is the key to landing big accounts. I mean, you just don't walk into Disney and have them open the door and say, "Oh, we'd love to do business with you." We had a salesperson who was already involved in the company, and we continued to build that relationship. Large companies will start you off very small and give you the hardest work, the toughest work, the work that no one else wants to do. You have to earn it. And that's what we did early on.

When you build solid relationships and people move on to other companies, they often take you with them. Referrals are the best way to grow a business.

Q: How have you seen the landscape for supplier diversity efforts change?

Today, corporations are actively looking for minority-owned

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When you build solid relationships and people move on to other companies, they often take you with them. Referrals are the best way to grow a business.”



companies like ours, so we're getting a lot of RFP opportunities throughout the year from larger companies. It's been refreshing that in the last year or two, our RFPs and our opportunities have more than doubled.

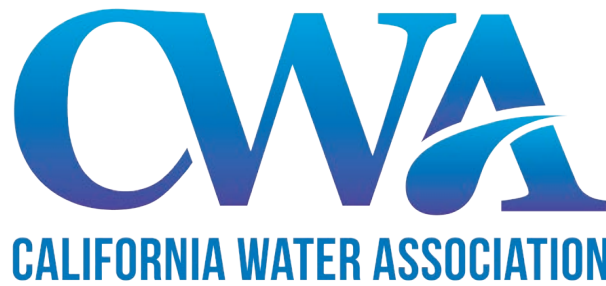
Q: What are some of the advantages of being a member of the council?

When we first applied, it was a lot of work. I asked my partner Mario, who's been on the WRMSDC Board of Directors council and spent a lot of time as a member of the council, "Are you sure this is worth it for us?" And he said, "It's definitely worth it." And it has been. I'm glad we went through the process.

Being a member allows us to give back and be a part of the community. We've been able to do business with and fund a few of the smaller, tier-two suppliers. They're in our space ironically, but we're friendly, and we've helped them grow their business and grow our network.

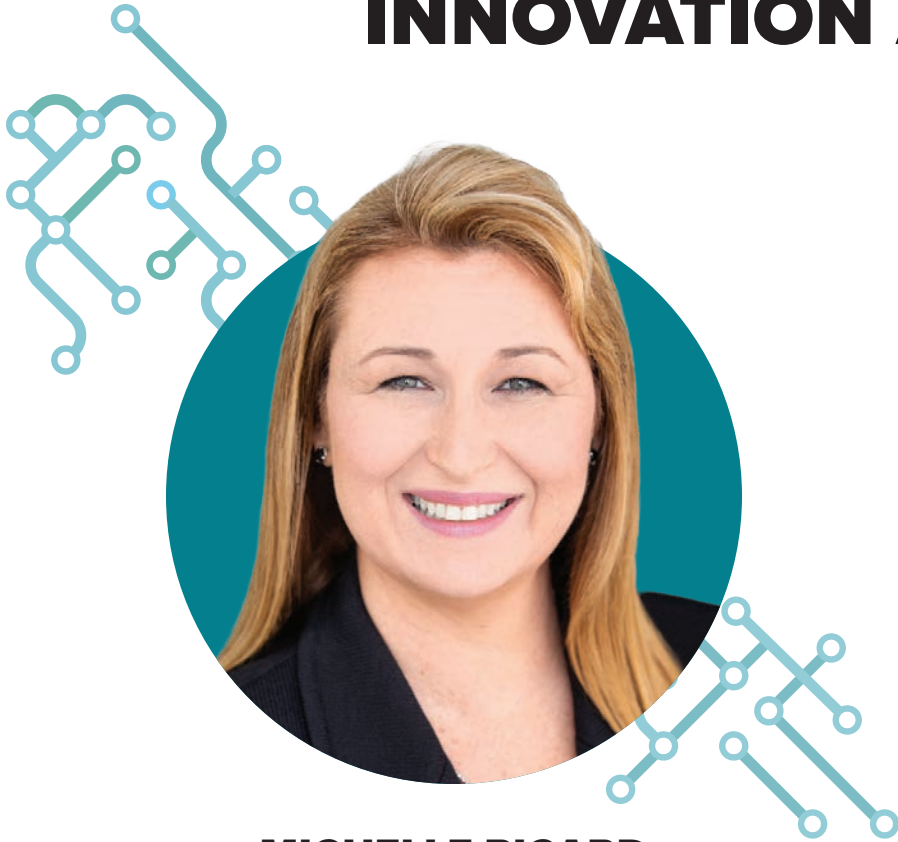
San Jose Water is proud
 to support WRMSDC as a
Make a Difference
 sponsor through the
 California Water
 Association

OUR STRENGTH IS
 IN OUR DIVERSITY



| Q & A |

FOSTERING INCLUSION UNLEASHES INNOVATION AND GROWTH



MICHELLE PICARD

Director Business Governance & Risk Management / DBE Liaison Office
Siemens Mobility North America

Q: Why is supplier diversity important?

Diversity, equity and inclusion at all levels of Siemens Mobility is not only an ethical responsibility, but a professional one — and this includes our supply chain. The products we make must be representative of those who ride our trains, from communities’ coast to coast and of all different backgrounds. Through our supplier diversity program, we make a measurable difference and ensure there is room at the table for everyone. Belonging transforms, not only in communities but also in business, and enables us to innovate and find untapped opportunities to promote growth within the supply chain — expanding our competitive pool of suppliers.

Q: How does a large company like Siemens Mobility show supplier appreciation?

Each year Siemens and Siemens Mobility honor our suppliers with awards to show gratitude for our partnership. This year at the Siemens USA 7th Annual Small and Diverse Supplier Awards we are honoring AmePower with our Small and Diverse Supplier of the Year Award for their work with our rail fleets as a Buy American Compliant, DBE, MBE, SBE, WBE and WOSB certified supplier. Awards like these are one of the ways our team at Siemens

Mobility expresses commitment to give suppliers an opportunity to showcase their business and their contribution to the rail industry. We don’t have rail solutions without our suppliers, and we are thankful for their support every step of the way.

Q: What are large companies looking for in suppliers?

At Siemens Mobility, we want to partner with the best in the industry while also creating opportunities within the supply chain. We’re looking for enriching business partnerships that bring value to our business and support meeting customer requirements, support growth and support staying relevant — this is what will take our industry to the next level. We believe that partnering with diverse businesses helps foster innovation, and we ask all companies, both big and small, to bring forth their best. This sentiment remains true when looking for suppliers, as I feel very strongly that inclusivity and diversity of the supply chain spurs innovation and enables companies to drive the success of those organizations that they partner with.

Q: What advice do you have for small businesses as they seek to set themselves apart when looking for a procurement partner?

A good procurement partner is one who creates a quality product. The

ability to leverage their technical expertise to articulate suggestions we may consider in the development of our technology allows us to create the absolute best version of our product that is innovative or sustainable. Innovation also helps businesses stand out, as technology can only be as innovative as the people developing it. Resilience and dependability are also essential, as we look for suppliers who are dependable to help meet our schedule-driven contracts while providing a quality product. Anticipating the needs of your potential customer and understanding their values will also help to differentiate suppliers amongst the competition, ultimately delivering on quality products.

Q: How does supplier diversity impact a business?

At Siemens Mobility, we strongly believe that when you work with companies that are diverse and multi-faceted you get a different outlook and fresh ideas that would’ve otherwise been missed. When different backgrounds come together new ideas can form. Ensuring diversity in our business is important both from a people and inclusion perspective but also in regards to innovation. Exclusivity in an industry only inhibits that industry’s ability to innovate. At Siemens Mobility we are proud to partner with diverse suppliers and small businesses across the country — and our innovations reflect that.



Siemens Mobility and Fred Palmer of Sacramento Rainbow Chamber of Commerce supporting the Sacramento Business Journal Champions for Diversity, Equity & Inclusion Awards 2023.



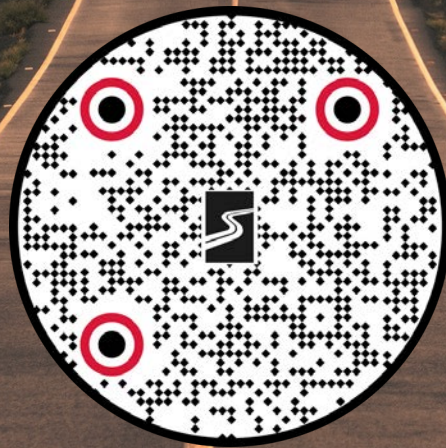
Siemens Mobility periodically hosts an industry vertical event in coordination with one of the advocacy groups specific to our Transit Vehicle Manufacturing plant in Sacramento, CA in order to introduce Siemens procurement opportunities to new suppliers interested in providing material for our rolling stock manufacturing plant.



Siemens Mobility at an exhibit table for supplier outreach.

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STORYVILLE ROAD IS THE PATH PEOPLE, BRANDS, AND
BUSINESSES TRAVEL TO SHAPE AND SHARE THEIR
STORIES.



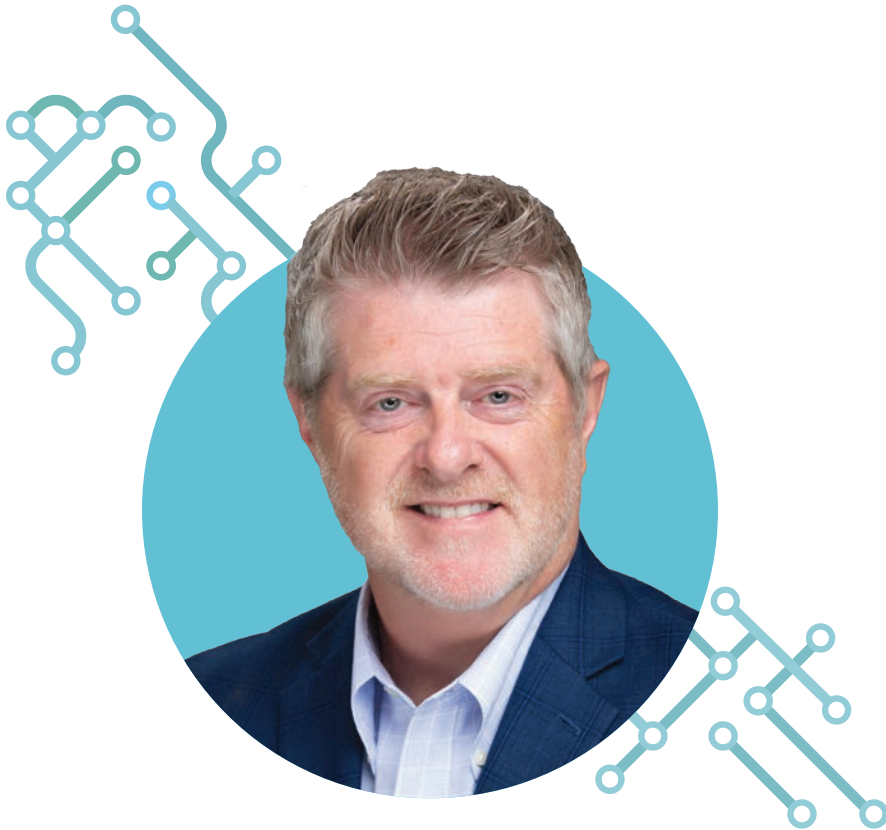
STORYVILLE RD

YOUR PATH. YOUR STORY



| Q & A |

INSPIRING CHANGE THROUGH SUPPLIER DIVERSITY IN THE WATER INDUSTRY



TIM MCLAUGHLIN
 Director of Supplier Diversity
 San Jose Water

Q: Why is supplier diversity a priority for San Jose Water?

San Jose Water (SJW) is committed to delivering high-quality, reliable water service to our customers. As part of the foundation of our strategy, the company and its employees are keenly focused on how we support and bring value to our customers and the communities where we live, work and serve. This strategy includes a commitment to being a leader in Environmental, Social and Governance (ESG) areas. This includes enhancing environmental and social justice, building resilience, fostering environmental stewardship and supporting supplier responsibility. A critical component of this is our commitment to supplier diversity.

Q: What initiatives or strategies have been most successful for San Jose Water when it comes to diversifying the supply chain?

As with any major corporate initiative, supply chain diversification starts with executive leadership. Support from both our executive and senior leadership teams provides a foundation that embraces diversity — ensuring it is part of our culture. Supplier diversity champions throughout all business units focus on our strategy, identifying supplier capabilities that match internal opportunities. In addition, SJW’s prime supplier program calls for these suppliers to subcontract to diverse suppliers. Our prime supplier program has contributed significantly to the overall success of our supplier diversity program.

Thank you to our Make a Difference Supporters!

Due to their generosity, diverse suppliers attended our key events for free in 2023.



Interested in becoming a Make a Difference Supporter in 2024?
 Please contact events@wrmsdc.org.



Opportunity belongs everywhere.

We’re committed to advancing equality and actively connecting businesses to opportunities that support diverse perspectives and drive innovation.

sfdc.co/supplierdiversityprogram

“...supply chain diversification starts with executive leadership. Support from both our executive and senior leadership teams provides a foundation that embraces diversity — ensuring it is part of our culture.”

Q: How do you measure the success of your supplier diversity program?

As a California-regulated utility, SJW falls under the California Public Utilities Commission (CPUC) General Order 156, which calls for a robust supplier diversity program. The 2023 CPUC supplier diversity goal is to procure a minimum of 22.5% of our overall procurement from diverse suppliers. SJW has consistently outperformed that goal, achieving 35.7% diverse procurement in 2022.

Q: What makes a good procurement partner?

At a high level, a good procurement partner will strongly align with our corporate values. Suppliers must be competitive on all levels, including, but not limited to, cost, service levels, quality, safety and other attributes that define the supplier’s overall value to our supply chain.

Q: What role does technology play in managing and enhancing supplier diversity at San Jose Water?

Keeping current with technology is critical to the success of SJW and our supply chain. Adopting the right technology at the appropriate time helps the company in its mission to provide excellent service to our customers. In particular, there is an ever-increasing need to implement technologies in the area of cybersecurity.


Q: What advice would you give to other companies or large organizations looking to improve their supplier diversity?

Focus on enhancing your diversity culture through executive-level support, corporate KPIs focused on supplier diversity and tied to a corporate compensation model, and the implementation of a robust prime supplier program (prime supplier subcontracting to diverse suppliers).

Q: DEI efforts of all kinds are increasingly under attack at the national and state levels. How is San Jose Water engaging in this conversation/supporting continued efforts to strengthen supplier diversity?

SJW has a long history of engaging in outreach to over 25 community-based organizations (CBOs) on the subject of supplier diversity, DEI and ESG. Our roles vary from participation at outreach events, presenting at various CBO conferences and serving as board members and/or board chairs for several CBOs. Working with these CBOs and the CPUC, SJW is able to be on the forefront of the latest supplier diversity and DEI topics and trends.





1952 – 2023

REMEMBERING


Charles “Rick” Moore

Vice President and Director of Community Relations

Rick Moore was an enthusiastic advocate for minority contractor employment within the commercial building industry. He built the foundation for Swinerton’s inclusivity culture and community relations efforts. Rick’s passion for diversity in construction was also felt within Swinerton, where he advocated for more diverse presence within management and field positions.

Rick worked hard to maintain and grow relationships within Swinerton’s communities and within national advocacy groups, working to give underrepresented contractors more opportunities. The National Association of Minority Contractors recognized Rick in 2013 by making him a Hall of Fame member for his tremendous contributions to the industry.

His legacy will continue to inspire and impact people’s lives and careers.



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Celebrating innovators everywhere

At Autodesk, we believe that when you have the right tools to work and think flexibly you have the power to transform what actually needs making. The power to design and make a better world for all.

Learn more at [autodesk.com](https://www.autodesk.com)



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Partner with us.

At Apple, we are committed to diversity in our supply chain. We partner with the most qualified suppliers, including businesses owned by women, minorities, veterans, people with disabilities, members of the LGBTQ+ community, and others in historically underrepresented groups.

To partner with us, email
supplierdiversity@apple.com.