

2022 BEST COMPANIES FOR  
**SUPPLY CHAIN  
INCLUSION  
AND EQUITY**



**SAN FRANCISCO  
BUSINESS TIMES**

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NOVEMBER 25, 2022

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Our commitment goes well beyond science. We innovate with the goal of eliminating barriers and providing access to healthcare for people who need it most.

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*Gilead is proud to partner with  
small and diverse enterprises.*



# PRESIDENT'S LETTER

**W**e've all heard of the looming recession that is coming, and we have watched as many large companies have started to quietly (and sometimes not so quietly) layoff personnel and cut back expenses in anticipation of a recession. In a way, this contributes to the possibility of a deeper and longer recession which pulls back diverse spending and re-allocates it to larger suppliers.

Small businesses, especially the fastest growing segment (minority and woman owned) are absolutely critical to job creation and keeping the economy strong. Single sourcing is risky, and the agility, innovation, and redundancy smaller suppliers offer makes the supply chain more resilient.

The bottom line is that minority and women owned businesses spend more money, pay more taxes and collectively create just as many jobs as large companies.

Ensuring that your company's commitment to supply chain inclusion and increasing the number of diverse suppliers in your supply chain is not only critical to the health of your procurement organization and your company, but it is essential to avoid and mitigate the depth and length of the oncoming recession. This is an exact opposite response to the historic reaction of big business, but if we want a different outcome, we need a different approach.

We need to add inclusion to our financial prudence by making sure we don't hurt our small and diverse suppliers, who are so critical to our economy.

Best regards,  
**CECIL PLUMMER**  
*President & CEO*  
 WRMSDC



PHOTOS: GETTY IMAGES




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

[sfdc.co/supplierdiversityprogram](https://sfdc.co/supplierdiversityprogram)

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## | Q &amp; A |

# MAKING THE BUSINESS CASE FOR SUPPLIER DIVERSITY



TAMARA FLEMING PHOTOGRAPHY

## THERESA HARRISON

ESG & Enablement Leader, Supply Chain Services  
EY

### Why is commitment to supplier diversity a business imperative?

Supplier diversity has evolved over time from an era of compliance to one of strategic business importance and competitive advantage. Our clients are increasingly looking to us to provide our services from a total business ecosystem perspective, and not just from what we offer from within. Companies that are committed to supplier diversity help diverse-owned businesses generate increased revenue and developmental opportunities, as well as drive a mutually beneficial ROI, innovation and societal impact.

Supplier diversity also allows companies to create a distinctive experience for suppliers by

enabling companies and suppliers to better collaborate to develop innovative business strategies for their customers and communities. Diverse-owned businesses are the growth engine of our economy. Investing in them is an investment in the overall economic empowerment for businesses and communities across the globe.

### What makes EY a good customer to DBEs?

EY has been accelerating, supporting and celebrating diverse-owned businesses for many years. Aside from transactional sourcing of goods and services, EY offers a variety of platforms to help diverse suppliers grow their businesses. For example, the EY Entrepreneur Access Network

and EY Entrepreneurial Winning Women programs support the growth of diverse- and women-owned businesses by providing them with greater access to our clients, supply chain and capital. These programs also help create a diverse business pipeline that allows clients and others in the supply chain to grow their diverse supplier utilization.

### How can supplier diversity programs enhance a company's competitive advantage?

At EY, within the Supply Chain Services function, we are continually looking for suppliers that can provide innovative, inclusive and sustainable solutions, as well as actively support supplier diversity initiatives. As a result, having a sustainable and inclusive supply chain is becoming a market differentiator for suppliers during our selection process.

Additionally, supplier diversity programs allow companies to better showcase their end-to-end environmental, social and governance (ESG) impact, including their demonstrated investment in the communities they serve.

### What changes or enhancements did EY make to its diversity supplier program as a result of pandemic-related supply chain disruption?

EY transitioned to a virtual training platform that provided nearly 6,000 diverse businesses with over 35,000 training hours on a variety of topics, including ESG, effective growth drivers and access to capital. We also evaluated many of our internal processes, including payment terms and insurance requirements, to expedite our payment process and provide

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**Diverse-owned businesses are the growth engine of our economy.**

conditional requirements based on products and services being purchased from small and diverse suppliers. As a result of changes to policies and processes, EY had a 25% increase over FY 22 spend with diverse-owned businesses.

### What are the key elements to implementing a successful supplier diversity program?

These steps will assist you in achieving a successful relationship to support your supplier diversity program.

1. Determine a business case by performing a gap analysis to gauge the company's supplier diversity program against both best-in-class and competitors.
2. Integrate processes by implementing a global supplier diversity policy applicable to all spend.
3. Deploy robust (P2P) technology or assess existing technologies for supplier diversity capabilities to capture information and provide vigorous reporting.
4. Align people within the organization to shift the company's strategic focus and embed diverse suppliers that meet or exceed business expectations.

Also, the importance of advocacy organizations, such as Western Regional Minority Supplier Development Council (WRMSDC), in the journey to implement a supplier diversity program cannot be understated. Whether you're building a program from the ground up, or you already have one in place, advocacy organizations can provide tremendous value to your company.

Do your due diligence and meet with advocacy organizations to see how they can provide: research and data you need to support the business case for supplier diversity; a supplier pipeline that supports your sourcing activity; and programs to support your overall goals to build a successful teaming relationship.







## 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 at kp.org.](https://www.kp.org)

KAISER PERMANENTE®  thrive



# ADVOCATING FOR SUPPLIER INCLUSION ACROSS THE GLOBE

## How does Gilead foster growth of DBEs within its supply chain, or create opportunities for new suppliers?

Inclusion is one of Gilead's core values and it shapes all aspects of the business, including our supply chain. By engaging with businesses owned by women, minorities, veterans, disabled persons, and members of the LGBTQ+ community, we foster growth of these diverse businesses, building strong communities and empowering traditionally disadvantaged groups. This commitment dovetails with our work across all aspects of our business, where we are working to create a world that is healthier for all people.

Gilead is committed to spending over \$1 billion with diverse suppliers from 2021 through 2025, with a priority placed on partnerships with Black-owned businesses. We are on track to surpass our goals well in advance of 2025.

In recent years, we have made strides in ensuring contracts with diverse suppliers are not concentrated in our supply chain team alone, but extend throughout Gilead to all aspects of purchasing. Within our sourcing processes, we instituted an internal goal of achieving a diverse slate of supplier participants in every competitive bid opportunity. In support of this goal, we are developing and implementing services and tools to even more easily identify diverse suppliers in our buying process.

Beyond Gilead, we advocate for supplier inclusion throughout the healthcare and general procurement spaces, in part through our alignment with industry councils. To advance opportunities for diverse suppliers and form new relationships, we have partnered with a number of organizations — from local to international — who share our goals, including the National Minority Supplier Development Council including the Western Regional Minority Supplier Council chapter, National LGBT Chamber of Commerce, Women's Business Enterprise Council Pacific, Diversity Alliance for Science and WEConnect International.

We consider many of our diverse suppliers to be partners. These relationships foster innovation, as we explore new, improved ways of working together, advancing both Gilead and the supplier's business objectives.

## How has Gilead's supplier inclusion program evolved as a



## VERONICA JONES

Chief Procurement Officer  
Gilead Sciences, Inc.

### result of pandemic-related global supply chain disruptions?

The pandemic-generated supply chain disruptions reinforced the importance of supplier diversity and, at Gilead, led to an increased focus and fluency with challenges facing the supply chain. We evolved the program through intentional leadership to expand partnerships with small, diverse and even local businesses to increase the agility and options available to our company during the pandemic.

For example, we have a large, non-diverse incumbent supplier in the lab supplies category, so we were motivated to add a small, diverse supplier to supplement the space. We identified a Black, woman-owned small business through our Diversity Alliance for Science membership, provided mentorship, and onboarded them with internal promotion of their usage.

Another example is we expanded our Tier 2 Supplier Diversity program by asking more of our suppliers that sell directly to us to report their diverse supplier spend that is directly attributed back to Gilead. This amplifies the positive impact of supplier diversity and Gilead's value of inclusion throughout our supply chain.

This intentional leadership and focus have helped us to mitigate supply chain disruption while positively increasing the social economic impact for underrepresented communities during the Covid-19 pandemic.

### In assigning supplier inclusion

### goals to Gilead's procurement leaders, how were goals determined across departments?

We are aiming to make a tangible impact for both Gilead and the diverse supplier community. To that end, we realized that a supplier inclusion goal based solely on spend wouldn't ensure our program was continuing to deepen and improve.

We redesigned our program to align with corporate objectives — with a focus on innovation, supplier engagement and community impact. Our belief is that when internal stakeholders such as executives and day-to-day decision makers see the full value of the program, increased spend with small and diverse suppliers will be the byproduct of that awareness.

We have set Board-level objectives that are tracked at an enterprise and functional level for both supplier diversity spend as well as spend with Black-owned businesses across the enterprise. These targets increase annually. We leverage the work we are doing with our six Employee Resource Groups and our senior leaders to further educate and engage our people to promote supplier inclusion throughout the organization.

### How do you ensure that suppliers are following Gilead's Supplier Code of Conduct?

Today, all new business must acknowledge Gilead's Supplier Code of Conduct (SCOC). As referenced in our SCOC, we oppose and condemn

discrimination based on race, color, gender, religion, disability, sexual orientation and gender identity/ expression. As we seek to take responsibility for our extended value chain, our suppliers are key stakeholders in our journey. In 2022, we advanced our inclusion and sustainability commitments by adding new roles and resources to optimize our related procurement processes and supplier engagement practices, including our suppliers' adherence to the SCOC.

### Why is Gilead's supplier inclusion program successful?


Gilead's supplier inclusion program is successful, in part, because inclusion is a core value that extends throughout the organization, influencing decisions and shaping culture. It is part of our DNA, not an added step, to prioritize inclusion and diversity for suppliers. Gilead's supplier inclusion strategy is built into the foundation of our corporate mission of creating a healthier world for all people, which includes social and economic health.

One example of our success is our work with Liquid Soul, a certified African American owned and operated full-service marketing agency, which was featured in Gilead's 2021 Year In Review. The agency has supported several critical initiatives for Gilead teams including our Blueprint for Change Strategy, focusing on attracting and developing new talent. The work produced by Liquid Soul is creative and feels genuine to Black audiences because it originates from within their community. Both Liquid Soul and Gilead continue to benefit from our work together.

Through the dedication of our leadership and worldwide employee base, Gilead is committed to driving and delivering a positive socio-economic impact, aiming to promote job creation, business growth and development and increased spending within the communities we serve. We are making a difference and know that Gilead's overall economic benefits to the community include our work with local, diverse suppliers. For example, in 2020, Gilead generated a \$22 billion economic impact in the Bay Area, as reported by the Bay Area Council Economic Institute.

Gilead is committed to promoting supplier diversity in the long-term and continuing to refine and improve our program to make a difference for underrepresented communities.





# Committed to Corporate Social Responsibility – Making It Happen with Diversity, Equity & Inclusion

As an industry-leading provider of Staffing and Total Talent Solutions,

Rose International executes continued commitment to diversity, equity and inclusion nationwide. With thousands of employees across the U.S., we support and give back to communities from coast to coast through numerous initiatives.

### SUPPLIER DIVERSITY

Seeking Firms:

- MBE
- WBE
- LGBTE
- HUB
- SBE
- VBE
- DVBE

**Implemented a formal program in 1999**

**51% diverse spend in 2021**

### ENVIRONMENTAL & SOCIAL RESPONSIBILITY



- ✓ Launched RENEW (Rose Effecting New Environmental Wellness)
- ✓ Comprehensive Approach to ESG
- ✓ Partnerships with One Tree Planted & Gold Standard

**Achieved carbon neutrality in 2021**



[www.roseint.com/CorporateSocialResponsibility.html](http://www.roseint.com/CorporateSocialResponsibility.html)

### RACIAL EQUITY



- ✓ Launched RISE (Rose Impacting Social Equality)
- ✓ Racial justice initiative to advance racial equity

**\$2 million commitment**

### VETERAN HIRING



- ✓ Established Deployment to Employment (D2E) program
- ✓ Dedicated Veteran Employment Team

**Hired 2,000+ veterans**



**Sabina Bhatia**  
CEO, Rose International

“As a leader in our industry, it is our duty to give back and support the communities in which we operate. We’re making a difference nationwide. By investing in our workforce, the planet and the business community, we remain dedicated to an equitable and successful future for all.”



# IMPROVING HEALTH OUTCOMES WITH IMPACT SPENDING



## STEVEN CHYUNG

Senior Vice President, Chief Supply Chain and Procurement Executive  
Kaiser Permanente (KP)

### How does supplier diversity strengthen KP as an employer and as a healthcare provider?

Supplier diversity is about creating economic opportunities for organizations that may not understand or have access to a large complex organization like KP. We call our program Impact Spend because we want to impact the communities that we serve by creating this economic opportunity. We also know that economic opportunity correlates to health outcomes and so by investing into supplier diversity

programs we are impacting the health of our communities.

### What makes a successful diversity supplier program?

It takes a top-down approach, a true belief in our supplier diversity mission. Our leadership team has driven the Impact Spending agenda from its earliest stages. From there, you need to educate your organization on the program. There also must be clear and achievable goals that track success. We align our agenda with strategic partners to

promote the growth and economic development and embed our strategies into business processes.

### What can companies learn from KP's commitment to supplier diversity?

As a healthcare provider, we have a commitment to improve the upstream health of the communities that we serve. Our efforts for supplier diversity have evolved and transitioned to the Impact Spending agenda where we recognize the interconnection between where we spend our money and our communities.

### How does KP promote internal engagement with diverse businesses?

We set goals to grow business with existing diverse suppliers, as well as give opportunities to new diverse suppliers. Kaiser Permanente supports various advocacy groups such as the NMSDC, WBENC and WRMSDC, which promote supplier diversity both regionally and nationally. There are specific goals we set annually to track our diverse spend, job creation and the sustainability efforts of our suppliers for the products and services we purchase.

### Why is it important to KP's supplier diversity program to provide professional development programs such as technical training and financial coaching to suppliers?

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**We also know that economic opportunity correlates to health outcomes... by investing into supplier diversity programs we are impacting the health of our communities.**

When we look at the events of the last few years, it has become more important to ensure that unrepresented businesses have opportunities to ensure their viability. It is crucial to support programs that assist in developing these suppliers professionally so they can be prepared for unforeseen events. Supplier diversity programs need to go beyond measuring spend and should have tangible outreach programs that translates to real actions that help business grow and be more sustainable.







**EY**  
Building a better  
working world

## Born entrepreneur? Made entrepreneur?

Finding the right deal. Negotiating the right price. Delivering on time. At EY, we know how choosing the right suppliers can help to achieve strategic goals.

Our Environmental Social Governance Service team is creating diverse ecosystem for minority-owned businesses to reach their potential and make a difference.

Visit [ey.com/supplierdiversity](https://ey.com/supplierdiversity)



The better the question. The better the answer.  
The better the world works.



## 2022 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?	Tracks second tier diverse spend of Prime Suppliers	National member of third party certification organizations	Regional members of third party certification organizations	National Member of third party organizations	Regional members of third party organizations
AT&T	24.5%	YES	YES	YES	YES	NGLCC, NMSDC	WRMSDC
Autodesk, Inc.	4.9%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	GGBA, WRMSDC, WBEC-PACIFIC
Cisco Systems	5%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	WRMSDC, WBEC-PACIFIC
CSAA Insurance	11%	YES	YES	YES	NO	WBENC	None
Federal Reserve Bank of San Francisco	19.5%	YES	YES	YES	YES	NGLCC, NMSDC	GGBA, WRMSDC, WBEC-PACIFIC
Gilead Sciences	8%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	WRMSDC, WBEC-PACIFIC
Hewlett Packard Enterprise	6%	YES	YES	NO	YES	None	WRMSDC, WBEC-PACIFIC
Kaiser Permanente	16.4%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	GGBA, WRMSDC, WBEC-PACIFIC
Momentive Inc. (makers of SurveyMonkey)	4.3%	YES	YES	N/A	YES	None	WRMSDC
Pacific Gas and Electric Company	38.9%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	GGBA, WRMSDC, WBEC-PACIFIC
Robert Half International	23.9%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	WRMSDC, WBEC-PACIFIC
Rose International	51%	YES	YES	NO	YES	None	WRMSDC
Salesforce	N/A	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	GGBA, WRMSDC, WBEC-PACIFIC
State Compensation Insurance Fund	18.35%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	WRMSDC
Swinerton	21.2%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	WRMSDC
Turner Construction Company	20%	YES	YES	YES	YES	NGLCC, NMSDC, WBENC	GGBA, WRMSDC, WBEC-PACIFIC
VSP Vision	2%	YES	YES	NO	YES	None	WRMSDC
World Wide Technology	5%	YES	YES	YES	YES	NMSDC, WBENC	WRMSDC
Zones, LLC	N/A	YES	YES	YES	YES	NMSDC	WRMSDC

The 2022 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 Bay Area 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.



## | Q &amp; A |

# PARTNERING WITH DIVERSE SUPPLIERS BUILDS COMMUNITY

## What is the relationship between supplier diversity and supply chain resilience?

There is definitely a strong connection between supplier diversity and supply chain resilience. Our Supply Chain Responsibility (SCR) team is truly integrated with the Supply Chain business unit. This integration includes participating in daily operating review and scorecard meetings, collaborating on RFP evaluations and pre-bid meetings, and partnering on supplier diversity training and outreach.

The Supplier Diversity team coordinates with Supply Chain to match diverse suppliers with opportunities. Many diverse suppliers have the right solution, the right team, and the right leadership to execute on major projects. We seek out these companies to make sure they have an opportunity to compete.

Diverse suppliers are integral to supply chain resilience because they are innovative and nimble, an important asset when we face disruptions or supply chain delays. During unprecedented challenges that we've continued to face, these businesses have supplied protective gear and have worked alongside us to harden the grid.

## How does commitment to supplier diversity strengthen PG&E as a whole?

The Supplier Diversity team stays connected to the community through our outreach activities and partnership with community-based organizations. This involvement, in turn, strengthens not only PG&E, but our hometowns.

We are grateful to the hundreds of diverse suppliers who help us serve our 16 million customers living in our hometowns. As a company, we are focused on California's prosperity and delivering for our hometowns. Supplier diversity is a big part of achieving that goal.

## How does PG&E measure the success of its supplier diversity initiatives beyond the spend?

Success is certainly measured by more than just spend, although



### JERILYN GLEAVES

Senior Manager, Supply Chain Responsibility  
Pacific Gas and Electric Company (PG&E)

we are proud of the economic impact that our spending creates. In 2021, we spent \$4.01 billion with diverse suppliers. This spending represents 38.7% of net procurement. Approximately 67% of our suppliers are located in California. These billions of dollars equate to jobs and economic vitality.

To have a successful supplier diversity initiative, it is important to have a strong supplier base. Suppliers need to be aligned with our goals and what our customers expect. For instance, we track and report how much diverse suppliers contribute to overall cost savings.

We launched an Executive Mentoring pilot with several of our senior officers this year. We're anxious to measure the revenue growth of these suppliers with PG&E and other customers in the next year. This program is an extension of our Technical Assistance Program (TAP) where we have financial goals to aid in the growth and development of small and diverse businesses through training and scholarships to major universities. Our team also monitors new diverse suppliers receiving a contract or those that were certified as diverse in a given year.

We set targets related to

marketing and advertising our program. These measures include the number of times we highlight coworkers for supplier diversity achievements, spotlight diverse suppliers in internal/external communications and place advertisements in diversity publications.

Lastly, we track the public recognition that we receive from industry experts based on our spending and outreach efforts with diverse businesses.

## Why is it important to PG&E to offer supplier diversity training platforms like Prime Supplier Academy and the Technical Assistance Program?

Our needs, and the utility business, are ever changing. As such, our Technical Assistance Program helps diverse suppliers stay current on industry trends and best practices. We have invested in a Learning Management System (pgetap.com) to provide free, self-paced online training focused on areas like safety, business preparedness, crisis communication and cyber security.

PG&E's Prime Supplier Academy helps prime suppliers build their own supplier diversity programs, create supplier diversity plans,

set annual performance goals and accurately report their monthly subcontracting with diverse suppliers.

## What advice do you have for companies that want to scale up their supplier diversity programs?

Be sure to convey the business case for supplier diversity. The program needs to be integrated with operations and your sourcing team's daily activities. Also, take advantage of the resources available to you. PG&E has many resources available on our public website including our Supplier Diversity Annual Report and Prime Supplier Guide.

Chambers of commerce and community-based organizations like NMSDC, WBENC, NGLCC and their local affiliates offer training and opportunities to meet with potential diverse businesses. Participating in industry events outside of supplier diversity is also valuable. To advance the program, it's important to be knowledgeable about current trends across industries. Encourage and support your diverse suppliers participating in these events.

Don't go at it alone. We have a host of champions and ambassadors that help to drive supplier diversity within their respective organizations.

We've found targeted matchmaking to be most effective more so than a "come one, come all approach." For instance, PG&E is undergrounding 10,000 miles of power lines. We've done matchmaking and outreach very specific to this project.

Since there are so many competing priorities, look for every opportunity to communicate to senior leaders and others in the organization about the business case for supplier diversity. Get to know your diverse suppliers' capabilities so you can support them in servicing other areas of the business. Talking to them often or inquiring with the business unit on their progress will let you know where you can help. Finally, be sure to highlight and celebrate supplier and coworker successes through formal and informal recognition.





# LEADING CHANGE FOR MINORITY AND WOMAN-OWNED BUSINESSES



**SABINA BHATIA**

CEO

Rose International:

## What about RI's supplier diversity program are you most proud of?

As a prominent minority- and woman-owned business with almost three decades of diversity and inclusion experience, all of us at Rose International understand that work to advance racial equity across the U.S. is ongoing. Through our Rose Impacting Social Equality (RISE) program, we identify opportunities to support other organizations and institutions nationwide to bring needed help and support to communities of color. With RISE, we mentored a small minority business enterprise and sponsored its certification with the National Minority Supplier Development Council; continued sponsorship of national executive leadership training; sponsored a virtual career fair for 60 diverse students; and awarded \$20,000 in scholarships to 10 college students.

Internally, 100% of our team members have completed managing bias training; 65 Rose employees have enrolled in career development training; and our commitment to diversity, equity and inclusion is now present on all internal Rose International job openings.

As a diverse supplier leading the way in diversity and racial equity, we're proud of our progress so far, and we are just getting started.

## How do you measure the success of RI's supplier diversity program?

Progressive organizations committed to furthering diversity, equity and inclusion (DEI) efforts

set themselves apart from others. A crucial facet of DEI efforts is the supply chain. We're living in a hyper-connected world where consumers want to support organizations that prioritize equity and examine corporate partnerships.

Rose International knows and understands the value that diversity-owned businesses bring to the economy, and has benefited from other supplier diversity programs nationwide. As a result, we leveled up our approach to supplier diversity, and implemented a formal supplier diversity program in 1999. Our cumulative supplier diversity program spend exceeds \$100 million. We actively seek to grow and support our vendor network with the goal of 30% in diverse spend annually.

In addition to a formal supplier diversity program, RISE's initiatives to advance racial equity across the U.S. and help communities of color overcome societal barriers are important benchmarks in our commitment to DEI. We made a \$2 million commitment to help initiate change nationwide!

## In what ways does commitment to supplier diversity help to create a better workplace?

At Rose International, we understand the importance of driving change to achieve acceptance. Supplier diversity was a starting point for us. We work continuously to create a more diverse society and world of work through several initiatives including our supplier diversity program, Deployment to Employment (D2E) and RISE. As a leading woman- and minority-owned provider of Staffing and Total Talent Solutions, Rose International is eager to positively impact more lives across the country.

A workplace with varying viewpoints, backgrounds and experiences allows people of color and individuals from underrepresented groups to feel welcome, thus fostering participation and productivity. People want to feel heard, and leaders who provide the capacity to do so make a world of difference. Marginal efforts are no longer sufficient; the business case for diversity and inclusion is established. A commitment to DEI positively contributes to a company's connection to society,

and woman-owned business ourselves, we are aware of the difficulties others face when striving for success and we encourage companies that are not certified to attain it. We select suppliers based on quality standards, geographic reach, strength in recruiting qualified personnel and references on past performance. Requiring certification ensures that suppliers meet standard eligibility requirements and could open the door for other opportunities.

Inclusive procurement practices create a ripple effect that leads to broad societal benefits and economic opportunities for historically disadvantaged groups and underserved communities, thus widening the pool of prospective suppliers that are adaptive, agile and resilient. A lot of progress has occurred in the minority business landscape in recent years, and it is poised to continue prospering. By working together and committing to advancing supplier diversity, all organizations set themselves up to thrive and exceed goals.

The future of supplier diversity is bright. We will see continued growth through a collective commitment to furthering supplier diversity because everyone benefits from an equitable supply chain.

## How does RI nurture minority and women entrepreneurs to help them to better compete with established suppliers?

Our RISE initiative helps in this regard. At its core, RISE focuses on education, career development, workforce support and professional development for communities of color. Through its programs, RISE brings support, guidance and necessary resources to students, job seekers, entrepreneurs and small businesses across the country to help further diversity and inclusion nationwide.

As part of RISE, Rose International sponsors executive leadership training nationwide for small to medium sized businesses. Through this sponsorship, Rose International helps create an economic impact by making this training available across the U.S.

On a personal note, I am a business coach for a Latinx, woman-owned business through the UW Foster School of Business Ascend National Cohort. Between this, our track record of working with diverse suppliers, and our impressive RISE commitment, we know we are making a difference, which is extremely fulfilling.

**“ Organizations that prioritize DEI efforts create prime environments for innovation. ”**

whether in one city or across the globe.

Rose International is part of the collective effort to create an equal national workforce by prioritizing corporate diversity, inclusion, belonging and equity. Diverse workplaces feature many cultures, ethnicities, genders, ages, generations and numerous other characteristics. Organizations that prioritize DEI efforts create prime environments for innovation.

## Why does RI require minority and women-owned businesses to be formally certified? What's the advantage?

Rose International's supplier network consists of suppliers geared towards sourcing, recruiting and retaining the best professionals in the industry. Being a minority-





# SIEMENS

## Creating partnerships that advance America

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](https://usa.siemens.com/mobility)



# ADVANCING GROWTH WITH SUPPLIER DIVERSITY

## How do supplier diversity initiatives drive innovation?

We at Siemens Mobility strongly believe that when you work with companies that are diverse and multi-faceted you get a different outlook and fresh ideas that would have 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.

## How does commitment to supplier diversity foster business growth?

Diverse suppliers not only increase our partnerships but they also offer us a competitive advantage. Large companies are often set in their ways, but when you partner with smaller companies they are driven by entrepreneurship and are more inclined to work with you to resolve an issue collaboratively. At Siemens Mobility we want a marketplace that is diverse and inclusive, and I strongly believe we are making a difference through our partnerships.

## What does it mean to receive Siemens' Small Business Supplier of the Year distinction?

Each year Siemens and Siemens Mobility honor suppliers with awards to show gratitude for our partnership. In 2019 Siemens Mobility Rolling Stock awarded United Mechanical & Metal Fabricators, Inc. (UMEC), a minority- and woman-owned small business, with our Supplier Small Business



### MICHELLE PICARD

*Director, Business Governance & Risk Management /  
DBE Liaison Officer*

Siemens Mobility North America;  
(with comments from diverse supplier UMEC)

Award for their ability to adapt and grow with our growing supply chain needs. In 2020, Siemens USA honored UMEC again with their Small and Diverse Supplier Award. Upon receiving the award, Gina Wang of UMEC had this to say: "We at UMEC feel incredibly humbled and honored to have received these awards and be part of the growth within Siemens. This is truly special to me that we have partnered with Siemens and we will continue to uphold the values this award represents and provide good products and service."

Awards like these are one of the ways we here at Siemens Mobility express commitment to give businesses owned by minorities, women, veterans and other diverse suppliers maximum opportunity.

Our suppliers have made it through supply chain disruptions due to Covid and have continued their unwavering support to bring next generation rail to America despite these voluminous challenges.

## What advice do you have for women and minority business owners who want to become a supplier to big business?

We want to partner with the best in the industry while also creating opportunities for women and minorities both inside and outside of our organization – this is what will take our industry to the next level. This sentiment remains true when looking for suppliers. I feel very strongly that inclusivity and diversity of the supply chain spurs innovation and enables companies

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**Diverse suppliers not only increase our partnerships but they also offer us a competitive advantage.**

to drive the success of those organizations that they partner with. UMEC's Wang said it best: "Believe in yourself, be brave and take risks. Take time to learn how you want to lead and what works best for you. Be informed of your customer base and customer needs, and don't be afraid to ask questions." Siemens Mobility and large businesses like ours want your partnership. Make yourself known, make contact and share your differentiators.

## What makes a good procurement partner?

A good procurement partner is one who creates a quality product. The ability to leverage their technical expertise to articulate suggestions that 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. A good partner will also be supportive in finding solutions to problems that may arise during performance. Technology is only as innovative as the people developing it, and we are proud to partner with suppliers from all walks of life to create products that move America.



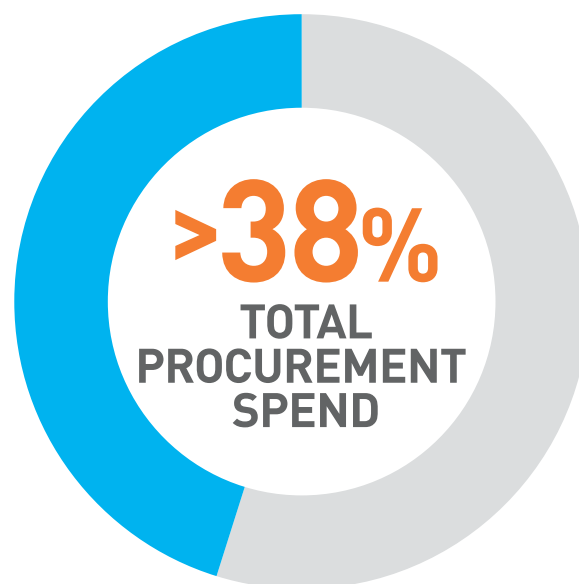


# Supply Chain Responsibility

# SUPPORTING PEOPLE, PLANET, AND CALIFORNIA'S PROSPERITY

Pacific Gas and Electric Company is committed to building a responsible supply chain—a supply chain that is inclusive, ethical, sustainable and promotes economic vitality in the communities we serve. With this strong foundation, we can deliver safe, reliable, clean and affordable energy to our 16 million customers every day.

[pge.com/supplychainresponsibility](https://pge.com/supplychainresponsibility)



DIVERSE SPEND  
IN 2021:  
**>\$4 billion**





# 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](mailto:supplierdiversity@apple.com).