

Supplier Diversity Is Transformative



Liberty™

Liberty Utilities (CalPECO Electric) LLC

2023 Annual Report And 2024 Annual Plan
General Order 156 - Utilization Of Women, Minority, Service-Disabled Veteran,
Lesbian, Gay, Transgender, Bisexual and Persons With Disabilities Enterprises
(WMDVLGBTDBE)

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2023 Annual Report

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President's Message

It has been another successful year at Liberty Utilities (CalPECO Electric) LLC (“Liberty”). We continue to see growth and development at a consistent and transformative pace throughout the Liberty enterprise. This allows us to maintain delivery of safe and reliable electric service to the approximately **49,000** customers in and around the Lake Tahoe Basin. We are working to transform the way we deliver that electric service by creating and developing new policies and encouraging process improvements that are necessary to meet the intersection of supply chain, business units, and supplier diversity. We anticipate the results to positively impact the development of our Supplier Diversity Program.

*As stated in our 2022 Annual Report, **The Power of Supplier Diversity** continues to move forward. In 2023, we successfully met and exceeded the 21.5% spend target with diverse business enterprises, **recording a diverse spend of 24.03% – an increase of 2.97%** from our reported spend for 2022.*

Our supplier diversity program manager worked with our supply chain and business unit leadership to work on the necessary transformation of processes and policies to generate supplier diversity program initiatives that will, in turn, strengthen our position. Moving forward, our focus will extend beyond the percentage of spend with diverse business enterprises and emphasize transforming the mindset around supplier diversity program results.

I am committed to providing support and increasing visibility of Liberty’s Supplier Diversity Program so Liberty staff are knowledgeable of the full premise and stature of General Order 156, and how their navigation of roles and responsibilities contribute to our success. We recognize that full transformation will not be achieved overnight. To that end, we will move collectively and collaboratively to focus on areas of strength and determine necessary improvements. We will identify gaps in processes, policies, and procedures that may be inhibiting success. We embrace the successes achieved to date and look forward to the **transformative** journey ahead.

Edward Jackson, President, Liberty-California





Program Manager's Message

It has been a good year at Liberty with several corporate initiatives successfully completed and a clear roadmap of focus areas that will help expand upon overall efficiency.

Supplier diversity has been noted as one of these areas of focus, and I am proud to represent Liberty in this role. In 2023 and 2024, I witnessed Liberty make supplier diversity a focus, and in doing so, I became an instrumental voice in the conversation. I am constantly seeking to engage my internal and external peers and business enterprises to be more inclusive. I recognize the value of supplier diversity and the impact it can have on the economies within which we provide utility services. The year 2023 was the beginning of a **transformative** journey. The definition of “transformative” captures the most basic premise and sought-after results of an effective supplier diversity program:

Transformative: *Causing a marked change in someone or something. Causing someone's life to be different or better in some important way, especially in a way that makes it or them better - Cambridge Dictionary*

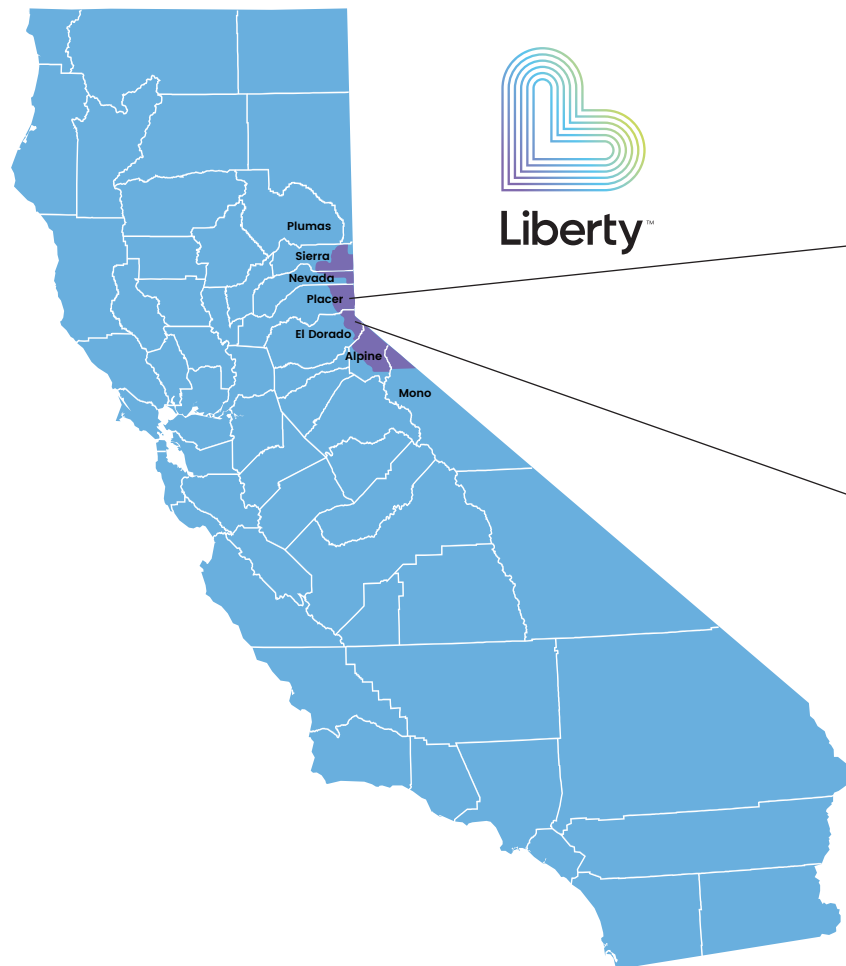
When I think about diverse business enterprises that are seeking to gain a seat at the table to compete in procurement opportunities, I am proud to be a small, and hopefully integral, part of their journey. I believe that bringing awareness to and creating a full and robust supplier diversity program will lead to transformation within the communities.

Together, we will be **transformed**.

Holley Joy, Supplier Diversity Program Manager

About Liberty Utilities – CalPECO

Liberty Utilities (CalPECO Electric) LLC (“Liberty”) is an investor-owned utility that serves approximately 49,000 customers in the Lake Tahoe basin in California. Liberty is committed to the efficient delivery of safe and reliable electric service to its customers throughout Alpine, El Dorado, Mono, Nevada, Placer, Plumas, and Sierra counties.



701 National Avenue, Tahoe Vista, CA 96148



933 Eloise Avenue, South Lake Tahoe, CA 96150

2023 Highlights

Liberty continued expansion of its fleet utilizing two diverse suppliers. SEC Auto Solutions and Elite Auto Network provided a total of 13 new additions to Liberty's fleet of service vehicles. This is the second-year relationship with both suppliers, and they have performed well and met expectations to provide safe and equipment-ready vehicles. The fleet services they have provided allowed Liberty's operations team to deliver reliable and safe electric service to customers throughout the Lake Tahoe Basin.



Altec TA60 – Bucket Truck- Delivered by **SEC Auto Solutions**, Dixon, CA.



Elite Auto Network, Beverly Hills, CA, successfully delivered 12 vehicles and provided upfitting services as needed.



2023 Annual Report



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9.1.1 Supplier Diversity Program Activities

External

The year 2023 was filled with representation, participation, and visibility as the company hosted or sponsored events supporting supplier diversity for Liberty's office:

Buildout California

- Construction Week Kick Off – October 4, 2023

California Public Utilities Commission

- Small Business Expo – September 27, 2023
- 2024 EnBanc – September 28, 2023 (Panelist; CEO Panel)

West Region Minority Supplier Development Council

- Northern Nevada Small and Minority Business Mixer and Networking Event – October 22, 2023
- Multi Industry Supplier Diversity Expo – August 18, 2023
- New President Installation Event – November 6, 2023

Internal

Liberty staff shared their knowledge via virtual and in-person meetings to continue to better understand the work of other team members and identify available procurement opportunities.

Community Involvement

- Supplier Diversity Program Manager did not engage in community activities at Liberty's CalPECO location in 2023.

9.1.2 WMDVLGBTBTPDBE Annual Results – Ethnicity

Liberty Utilities CalPECO Electric

2023

GO 156 Section 9.1.2

Supplier Diversity Annual Results by Ethnicity

		2023			
		Direct Spend ¹ \$	Sub Spend ² \$	Total \$	%
Minority Male	African American	\$ 964,242.18	\$ –	\$ 964,242.17	0.85%
	Asian Pacific American	\$ 855,106.10	\$ –	\$ 855,106.10	0.91%
	Hispanic American	\$ 6,182,279.44	\$ –	\$ 6,182,279.44	6.57%
	Native American	\$ –	\$ –	\$ –	0.00%
	Total Minority Male	\$ 8,001,627.72	\$ –	\$ 8,001,627.71	8.50%
Minority Female	African American	\$ –	\$ –	\$ –	0.00%
	Asian Pacific American	\$ 242,997.40	\$ –	\$ 242,997.40	0.026%
	Hispanic American	\$ 7,120,490.97	\$ –	\$ 7,120,490.97	7.57%
	Native American	\$ –	\$ –	\$ –	0.00%
	Total Minority Female	\$ 7,363,488.37	\$ –	\$ 7,363,488.37	7.83%
Total Minority Business Enterprise (MBE)		\$ 15,365,116.10	\$ –	\$ 15,365,116.10	16.33%
Women Business Enterprise (WBE)		\$ 6,859,084.93	\$ –	\$ 6,859,084.93	7.30%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		\$ –	\$ –	\$ –	0.00%
Disabled Veteran Business Enterprise (DVBE)		\$ 384,396.88	\$ –	\$ 377,896.88	0.40%
Persons with Disabilities Business Enterprise (PDBE)		\$ –	\$ –	\$ 6,500.00	0.0007%
8(a)*		\$ –	\$ –	\$ –	0.00%
Total Supplier Diversity Spend		\$ 22,608,597.91	\$ –	\$ 22,608,597.89	24.03 %
Net Procurement**		\$ 94,097,325.25			

NOTES:

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

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

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

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

% – Percentage of Net Procurement

Totals may not add due to rounding.

9.1.2 WMDVLGBTPDBE Annual Results – Direct Procurement By Product And Service Categories

Liberty Utilities CalPECO Electric

2023

GO 156 Section 9.1.2

Supplier Diversity Direct Procurement Results by Product and Service Categories

			2023					
			Product		Service		Total	
			\$	%	\$	%	Total \$	%
Minority Male	African American	Direct	\$ –	0.00	\$ 964,242.17	1.02	\$ 964,243.19	1.02
	Asian Pacific American	Direct	\$ 322,806.00	0.034	\$ 532,300.10	0.56	\$ 855,106.10	0.91
	Hispanic American	Direct	\$ –	0.00	\$ 6,182,279.44	6.57	\$ 6,182,279.44	6.57
	Native American	Direct	\$ –	0.00	\$ –	0.00	\$ –	0.00
	Total Minority Male	Direct	\$ 322,806.00	0.034	\$ 7,678,821.71	1.58	\$ 8,001,629.32	8.50
Minority Female	African American	Direct	\$ –	0.00	\$ –	0.00	\$ –	0.00
	Asian Pacific American	Direct	\$ –	0.00	\$ 242,997.40	0.026	\$ 242,997.40	0.026
	Hispanic American	Direct	\$ –	0.00	\$ 7,120,490.97	7.57	\$ 7,120,490.97	7.57
	Native American	Direct	\$ –	0.00	\$ –	0.00	\$ –	0.00
	Total Minority Female	Direct	\$ –	0.00	\$ 7,363,488.37	7.596	\$ 7,363,488.37	16.33
Total Minority Business Enterprise (MBE)		Direct	\$ 322,806.00		\$ 15,042,310.08		\$ 15,365,116.08	16.33
Women Business Enterprise (WBE)		Direct	\$ 6,312,532.18		\$ 546,552.75		\$ 6,859,084.93	7.30
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)		Direct	\$ –	0.00	\$ –	0.00	\$ –	0.00
Disabled Veteran Business Enterprise (DVBE)		Direct	\$ 384,396.88	0.40	\$ –	0.00	\$ 384,396.88	0.40
Persons with Disabilities Business Enterprise (PDBE)		Direct	\$ –	0.00	\$ –	0.00	\$ –	0.00
8(a)*		Direct	\$ –	0.00	\$ –	0.00	\$ –	0.00
Total Supplier Diversity Spend		Direct	\$ 7,019,735.06		\$ 15,588,862.83		\$ 22,608,597.89	24.03
Net Procurement**			\$ 94,097,325.25					
Net Product Procurement			\$ 7,019,735.06					
Net Service Procurement			\$ 15,588,862.83					
Total Number of Diverse Suppliers that Received Direct Spend			26					

NOTES:

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

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

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

% – Percentage of Net Procurement

Totals may not add due to rounding.

9.1.2 WMDVLGBTPDBE Annual Results – Subcontractor Procurement By Product And Service Categories

Liberty Utilities CalPECO did not have Second Tier Subcontracting Spend for 2023.



A Liberty Utilities CalPECO Lake Tahoe Substation

9.1.2 WMDVLGBTBTPDBE Annual Results – Procurement By Standard Industrial Code

Liberty Utilities CalPECO Electric

2023

GO 156 Sec 9.1.2

Supplier Diversity Results by Standard Industrial Classification Codes

SIC Code	\$/%	African American		Asian Pacific American		Hispanic American		Native American		Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBTE)	Disabled Veterans Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (PDBE)	8(a)*	Total Supplier Diversity Spend	Total Procurement
		Male	Female	Male	Female	Male	Female	Male	Female								
781	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 109,317.55	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 109,317.55	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.16%	0.00%	0.00%	0.00%	0.00%	1.16%	
783	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,203,929.54	\$ 0	\$ 0	\$ 0	\$ 4,203,929.54	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,203,929.54	
	%	0.00%	0.00%	0.00%	0.00%	4.48%	0.00%	0.00%	0.00%	4.48%	0.00%	0.00%	0.00%	0.00%	0.00%	4.48%	
851	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 7,120,490.97	\$ 0	\$ 0	\$ 0	\$ 7,120,490.97	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 7,120,490.97	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	7.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.57%	
1731	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 32,262.28	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 32,262.28	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	0.03%	
1799	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 65,093.92	\$ 0	\$ 0	\$ 0	\$ 65,093.92	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 65,093.92	
	%	0.00%	0.00%	0.00%	0.00%	0.07%	0.00%	0.00%	0.00%	0.07%	0.00%	0.00%	0.00%	0.00%	0.00%	0.07%	
2326	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 136,124.16	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 136,124.16	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.14%	
2752	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 121,610.40	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 121,610.40	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.14%	
3069	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 8,308.19	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 8,308.19	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%	0.00%	0.00%	0.00%	0.00%	0.09%	
3612	\$ 0	\$ 0	\$ 322,806.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 322,806.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 322,806.00	
	%	0.00%	0.00%	0.34%	0.00%	0.00%	0.00%	0.00%	0.00%	0.34%	0.00%	0.00%	0.00%	0.00%	0.00%	0.34%	
4522	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 269,036.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 269,036.00	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.29%	0.00%	0.00%	0.00%	0.00%	0.29%	
4924	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 26,694.75	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 26,694.75	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	0.03%	
5063	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 5,693,516.54	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 5,693,516.54	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.05%	0.00%	0.00%	0.00%	0.00%	6.05%	
5172	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 359,690.36	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 359,690.36	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.38%	0.00%	0.00%	0.00%	0.00%	0.38%	
5251	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 114,892.93	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 114,892.93	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.22%	0.00%	0.00%	0.00%	0.00%	1.22%	
5511	\$ 901,777.17	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 901,777.17	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 901,777.17	
	%	0.96%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.96%	0.00%	0.00%	0.00%	0.00%	0.00%	0.96%	
7311	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 12,040.36	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 12,040.36	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0013%	0.00%	0.00%	0.00%	0.00%	0.0013%	
7331	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 65,814.25	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 65,814.25	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.07%	0.00%	0.00%	0.00%	0.00%	0.069%	
7361	\$ 0	\$ 0	\$ 215,244.90	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 215,244.90	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 215,244.90	
	%	0.00%	0.00%	0.00%	0.23%	0.00%	0.00%	0.00%	0.00%	0.23%	0.00%	0.00%	0.00%	0.00%	0.00%	0.23%	
7371	\$ 62,465.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 64,015.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 64,015.00	
	%	0.066%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.67%	
8111	\$ 0	\$ 0	\$ 27,752.50	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 27,752.50	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 27,752.50	
	%	0.00%	0.00%	0.00%	0.029%	0.00%	0.00%	0.00%	0.00%	0.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.29%	
8711	\$ 0	\$ 0	\$ 532,300.10	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 532,300.10	\$ 0	\$ 0	\$ 0	\$ 7,810.00	\$ 0	\$ 540,110.10	
	%	0.00%	0.00%	0.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.56%	
8744	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,790,095.58	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,790,095.58	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.90%	0.00%	0.00%	0.00%	0.00%	0.00%	1.90%	
8999	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 377,896.88	\$ 6,500.00	\$ 0	\$ 415,784.44	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.40%	0.007%	0.00%	0.44%	
TOTAL	\$ 964,242.25	\$ -	\$ 855,106.10	\$ 242,997.40	\$ 6,182,279.44	\$ 7,120,490.97	\$ -	\$ -	\$ -	\$ 15,365,116.10	\$ 6,859,085.03	\$ -	\$ 377,896.88	\$ 6,500.00	\$ -	\$ 22,608,598.01	
	%	1.02%	0.90%	0.26%	6.57%	7.57%				16.33%	7.30%		0.40%	0.007%		24.03%	

Net Procurement \$ 94,097,325.25**

NOTES: * 8(a) – Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTBTPDBE, Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).
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 1 Direct – Means Direct Procurement: when a utility directly procures from a supplier.
 2 Sub – Means Subcontractor Procurement: when a prime contractor, in contract with a utility, procures from a subcontractor to fulfill its contractual obligation(s).
 % – Percentage of Net Procurement
 Totals may not add due to rounding.

9.1.2 WMDVLGBTPDBE Annual Results – Number of WMDVLGBTPDBE Suppliers and Revenue Reported to Supplier Clearinghouse

Liberty Utilities CalPECO Electric

2023

GO 156 Sec. 9.1.2

Number of Diverse Suppliers and Revenue Reported to the Clearinghouse

Number of Diverse Suppliers Data														
Revenue Reported to Supplier Clearinghouse								Utility-Specific 2023 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 (PDBE)	8(a)*	Total	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (PDBE)	8(a)*	Total
Under \$1 Million	4	1	N/A	1	1	-	7	9	11	N/A	1	1	-	22
Under \$5 Million	3	5	-	-	-	-	8	2	-	-	-	-	-	2
Under \$10 Million	-	1	-	-	-	-	1	1	1	-	-	-	-	2
Above \$10 Million	5	5	-	-	-	-	10	-	-	-	-	-	-	-
TOTAL	12	12	-	1	1	-	26	12	12	-	1	1	-	26

Revenue and Payment Data														
Revenue Reported to Supplier Clearinghouse								Utility-Specific 2023 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 (PDBE)	8(a)*	Total	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	Disabled Veteran Business Enterprise (DVBE)	Persons with Disabilities Business Enterprise (PDBE)	8(a)*	Total
Under \$1 Million	\$ 2,898,246	\$ 944,661	\$ -	UNKNOWN	UNKNOWN	\$ -	\$ 3,342,907	\$ 2,250,600.01	\$ 1,165,568.39	\$ -	\$ 377,896.88	\$ 6,500.00	\$ -	\$ 3,800,565.28
Under \$5 Million	\$ 4,055,000	\$ 12,600,852	\$ -	\$ -	\$ -	\$ -	\$ 16,655,852	\$ 5,994,025.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,994,025.12
Under \$10 Million	-	\$ 6,579,918	\$ -	\$ -	\$ -	\$ -	\$ 6,579,918	\$ 7,120,490.97	\$ 5,693,516.54	\$ -	\$ -	\$ -	\$ -	\$ 12,814,007.51
Above \$10 Million	\$ 1,102,206,169	\$ 803,799,442	\$ -	\$ -	\$ -	\$ -	\$ 1,899,552,365	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,102,206,169	\$ 823,924,873	\$ -	\$ -	\$ -	\$ -	\$ 1,926,131,042	\$ 15,365,116.10	\$ 6,859,084.93	\$ -	\$ 377,896.88	\$ 6,500.00	\$ -	\$ 22,608,597.91

NOTE:

- * 8(a) – Firms classified as 8(a) by the Small Business Administration include non-WMDVLGBTPDBE. Businesses owned and controlled by persons found to be disadvantaged by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a)) or the U.S. Secretary of Commerce, pursuant to Section 5 of Executive Order 11625 (GO 156 Section 1.3.13).
- ** Net Procurement includes purchase orders, non-purchase orders, and credit card dollars.

Totals may not add due to rounding.

9.1.2 WMDVLGBTPDBE Annual Results – Number of WMDVLGBTPDBE Suppliers with California Majority Workforce

In 2023, Liberty utilized 26 diverse suppliers that have reported corporate offices in California, with 19 of these diverse suppliers reporting that most of their workforce is also located in California. The remaining 7 diverse suppliers have corporate offices in various states, such as Virginia, Nevada, and Pennsylvania, and reported that most of their workforce does not reside in California.

9.1.3 WMDVLGBTPDBE Program Expenses

Liberty Utilities CalPECO Electric 2023 GO 156 Section 9.1.3
Supplier Diversity Program Expenses

Expense Category	2023
Wages	\$ 70,000.00
Other Employee Expenses	\$
Program Expenses	\$ 3,167.76
Reporting Expenses	\$ 4,500.00
Training Expenses	\$ –
Consultant Expenses	\$ 690.53
Other Expenses	\$ 690.53
TOTAL	\$ 78,358.29

9.1.4 Progress in Meeting or Exceeding Set Goals Results And Goals

Liberty Utilities CalPECO Electric 2023 GO 156 Section 9.1.4 Supplier Diversity Results Compared to Set Goals

Category	2023 Results %	2023 Goals %
Minority Male Business Enterprise	8.50%	7.50%
Minority Female Business Enterprise	7.83%	7.50%
Minority Business Enterprise (MBE)	16.33%	15.00%
Women Business Enterprise (WBE)	7.30%	5.00%
Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)	0.00%	1.00%
Disabled Veteran Business Enterprise (DVBE)	0.40%	1.50%
Persons with Disabilities Business Enterprise (PDBE)	0.0007%	0.00%
TOTAL	24.03%	22.50%

NOTE: % – Percentage of Net Procurement

In 2023, Liberty achieved 24.03% spend with diverse suppliers. This represents an increase of 2.97% diverse spend as reported in 2022. Liberty is continuing to work to increase diverse supplier utilization and spend where able and appropriate.

9.1.5 Prime Contractor Utilization of WMDVLGBTPDBE Subcontractors

Summary of Prime Contractor Utilization

Continuous improvement and a more focused analysis on subcontracting with WMDVLGBTPDBE suppliers is necessary to increase opportunities and diverse spend in this area. Liberty recognizes the value and is actively seeking solutions. Supply chain and supplier diversity program management are analyzing current suppliers and identifying opportunities to improve in this area.

9.1.6 List of Complaints Received and Current Status

Liberty CalPECO received no complaints in 2023.

9.1.7 Description Of Efforts To Recruit WMDVLGBTPDBE Suppliers In Low Utilization Categories

In 2023, Liberty continued to identify, introduce, and expand inclusive opportunities for the underutilized categories of diverse suppliers. The majority of diverse business enterprise utilization and spend was accomplished within two diverse categories. In 2024, Liberty will specifically concentrate on business enterprises that are owned by and support African American, Disabled Veteran, Native American, and LGBT communities.

Liberty recognizes that the locations of its Lake Tahoe offices pose challenges to identify local diverse business enterprises when sourcing for goods and services. To that end, Liberty will increase efforts to create a more focused approach in identifying and working with suppliers in these diverse categories. Drawing on internal experience and knowledge of supplier diversity and supply chain, Liberty is working to increase visibility of its Supplier Diversity Program and procurement needs in the Lake Tahoe service area.

Liberty continues to develop relationships with existing suppliers to maintain its commitment to supplier diversity and provide greater insight into its expectations. Liberty will continue to work with local, regional, and national community-based organizations to help identify diverse business enterprises that can support and provide goods and services that are aligned with its procurement needs.

9.1.11 WMDVLGBTPDBE Fuel Procurement

Liberty produces approximately 25% of its energy needs from its Luning and Turquoise solar facilities. Liberty procures the remaining 75% of required energy supplies from NV Energy, governed by a multi-year power purchase agreement. Purchased power costs from NV Energy for 2023 were approximately \$42 million for a volume of approximately 472 million kWh.”

2024 Annual Plan



10.1.1 WMDVLGBTPDBE Short-, Mid-, Long-Term Goals

As reported in the 2023 Annual Plan, Liberty set strategic goals to revise, shape, and/or create strategies within its procurement processes to highlight its commitment to and enhance visibility of supplier diversity. As of the date of this report, these efforts have been successful. For example, Liberty has:

- Updated its request for proposal (RFP) and contractual templates to include supplier diversity content. This includes information about second tier subcontracting and encourages non-diverse suppliers to utilize diverse business enterprises when and where appropriate.
- Created second tier subcontracting reporting documentation to be included in RFPs released to competing suppliers.
- Developed second tier spend internal tracking and compliance measures to capture and report utilization.
- Implemented early assessment of forecasted projects and supplier capabilities to successfully identify and provide opportunities for inclusion in competitive sourcing events.
- Reinforced supplier diversity goals throughout the RFP process, including attendance of supplier diversity staff at pre-bidders' meetings.
- Started tracking Supplier Diversity Program performance on a quarterly basis in correlation with communication to Liberty business units, supply chain, and leadership on the Supplier Diversity Program efforts and status.
- Conducted and facilitated internal meetings to educate staff on supply chain policy and processes, Liberty's Supplier Diversity Program, and the intersection with various departments.
- Increased business unit participation and engagement in community-based organization outreach events to broaden the scope of available suppliers in the diverse marketplace.

10.1.1 WMDVLGBTPDBE Short-, Mid-, Long-Term Goals

Liberty's short-, mid-, and long-term goals are framed by the efforts listed above. Liberty's goals will have a specific area of focus on the collaborative intersections needed between the business unit, supply chain, and supplier diversity program administration.

Short-Term - 2024

- Continue deep-dive understanding of current state of Liberty's areas of work.
- Continue analysis of current suppliers.
- Continue sharing knowledge of supplier diversity, values, goals, objectives, and the path forward with internal staff.
- Meet with current suppliers to align supplier diversity messaging.

Mid- and Long-Term - 2024 and Beyond

- Formalize Liberty's Supplier Diversity Program structure.
- Identify gaps and opportunities in diverse business enterprise utilization and opportunities for inclusion.

Reporting short-, mid-, and long-term goals specific to Standard Industrial Classification (SIC) categories and low utilization areas are expected to be available in the 2024 report year.

10.1.2 Description Of WMDVLGBTQDBE Planned Program Activities

Internal

Liberty will continue to develop and execute on its Supplier Diversity Program by continuing to engage in the efforts set forth above.

Liberty will maintain an internal supplier mentorship program with key diverse suppliers to help with the continued development of suppliers.

External

Liberty will continue to support and actively participate in:

- Joint outreach, collaboration, and engagement with other utilities to support supplier diversity goals and objectives.
- Continued active support of and engagement in the CPUC's Supplier Diversity Expo and Annual En Banc.
- Identification, participation, and engagement in supplier diversity exhibitions, expos, and events that provide opportunities to meet, expand, and develop a more sustainable supply chain.
- Creation of outreach events for potential diverse suppliers to discuss their product and service offerings with Liberty staff and supply chain category managers.
- Continuation of relationships with community-based organizations and trade associations that can provide access to diverse business enterprises capable of meeting and successfully competing on Liberty's project needs.

Liberty also expects to host an event with external stakeholders, such as community-based organizations and Liberty's current and potential suppliers.

10.1.3 WMDVLGBTPDBE Short-, Mid-, Long-Term Goals

Aligning and executing on the activities described above, Liberty will continue to seek and develop opportunities to identify low utilization areas (categorical or geographic) to meet available diverse business enterprises that can successfully compete to provide specific goods and services.

Liberty will continue to work with community-based organizations, colleagues, and other community resources to create, host, and execute events to attract diverse business enterprises that can supply goods and services needed to increase utilization in gap areas.

Supplier Diversity Program activities will encourage and expand inclusion of diverse suppliers in sourcing events that are applicable to products and services offered and that align with project needs.

10.1.4 Plans For Recruiting WMDVLGBTPDBE Where Unavailable

Liberty's efforts to recruit WMDVLGBTPDBE suppliers is ongoing. Liberty continues to assess the alignment between project needs and goods and services offered by diverse suppliers. Liberty continues to develop and refine approaches to help address challenges in compliance with supplier diversity program goals and objectives. Additionally, as part of the supply chain analysis, Liberty will seek to identify suppliers that are diverse, but not yet certified. If applicable, the supplier diversity program manager will assist in educating diverse suppliers of Clearinghouse certification benefits.

10.1.5 Plans For Encouraging Prime Contractors To Subcontract With WMDVLGBTDBE Suppliers

Liberty will continue discussions and focused meetings with prime contractors. Additionally, Liberty will continue the development and insertion of supplier diversity content in RFP and contractual processes.

10.1.6 Plans For Complying With WMDVLGBTDBE Program Guidelines

Liberty will remain compliant with WMDVLGBTDBE program guidelines to maintain the integrity of its Supplier Diversity Program. Liberty's commitment to and value of supplier diversity is demonstrated by internal and external champions seeking to move within a variety of circles that exist in the diverse supplier marketplace.

Liberty is confident that collaborative efforts to create, expand, and sustain the Supplier Diversity Program will lead to the successful and positive transformation of ideas, innovation, and performance within Liberty and with business enterprises that align with the goals and objectives of the Supplier Diversity Program.



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