

# 2021 ESG Analyst Download



## Environmental

Metric <sup>[1]</sup>	2019	2020	2021
<b>Climate Change, Energy, and Emissions<sup>[2]</sup></b>			
Total energy consumption (GJ)	630,451	676,056	734,273
Cal Water (GJ)	536,111	584,719	587,923
Hawaii Water (GJ) <sup>[3]</sup>	94,340	91,338	101,374
New Mexico Water (GJ)	—	—	12,184
Washington Water (GJ) <sup>[4]</sup>	—	—	32,792
Percentage of energy consumption supplied from grid electricity	87%	86%	87%
Cal Water	85%	85%	85%
Hawaii Water	99%	95%	95%
New Mexico Water	—	—	79%
Washington Water	—	—	100%

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- [2] Historic energy and emissions data has been corrected from disclosures in our 2020 ESG Report where applicable due to increased scope of data collection and/or improvements in calculation methodologies. We use production data from on-site renewable power sources, as well as direct consumption and renewable energy content data from our electricity and natural gas utilities, fleet management systems, and fuel vendors for our energy and emissions calculations. Increases in energy consumption and emissions from previously reported figures are primarily due to the expanded scope of our data collection to include additional sources of energy use across our value chain. Year-over-year increases in energy consumption and emissions can be attributed in part to increased consumption in existing customer accounts and/or acquisitions and new customer accounts coming online (22,400 additional customer connections came online in 2020, compared to an increase of 4,600 customers in 2021). Although we are committed to minimizing our carbon footprint, our ability to make investments to reduce our emissions is limited because such investments must be supported by our regulators, the state public utilities commissions. As we continue to mature our climate change strategy, we will focus on what we can control and advocate for meaningful progress from our regulators.
- [3] Does not include direct fossil fuel consumption from fleet management systems or fuel vendors for 2019 due to data unavailability.
- [4] Does not include direct fossil fuel consumption from fleet management systems or fuel vendors due to data unavailability.

Metric <sup>[1]</sup>	2019	2020	2021
Percentage of energy consumption supplied from renewable energy sources <sup>[2]</sup>	30%	30%	36%
Cal Water	28%	28%	35%
Hawaii Water	37%	44%	56%
New Mexico Water	—	—	13%
Washington Water	—	—	10%
Total direct fuel consumption (fleet + other direct use) (thousand gallons) <sup>[3]</sup>	578	648	655
Diesel	93	146	135
Gasoline	484	502	514
Other	1	0	6
Total natural gas consumption (therms) <sup>[4]</sup>	38,848	37,395	38,468
Total purchased electricity consumption (millions of kWh) <sup>[5]</sup>	152	162	178
Total direct electricity produced or purchased via on-site renewable power sources (millions of kWh)	0.5	0.4	0.4
Total Scope 1 (direct/fuel) and Scope 2 (energy indirect/electricity) greenhouse gas emissions (metric tons CO <sub>2</sub> e) <sup>[6]</sup>	29,918	35,046	31,764
Cal Water	17,572	24,873	21,020
Hawaii Water	12,346	10,173	8,816
New Mexico Water	—	—	1,543
Washington Water	—	—	384

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[2] The percentage of energy consumed that is renewable energy includes energy generated from on-site renewable power sources, as well as the portion of our grid electricity consumption from eligible renewable power sources, per the California Energy Commission Renewable Portfolio Standard Eligibility Guidebook, Ninth Edition (Revised). Increases in use of electricity from renewable sources is due primarily to higher availability of renewable power content from our electric utilities and increased electricity supply from Community Choice Aggregators.

[3] The data reflects fleet fuel consumption and other direct fuel consumption, such as fuel used for generators, onsite fuel tanks, and company-owned construction equipment. 2019 data only includes Cal Water, and 2020 data only includes Cal Water and Hawaii Water. 2021 data includes Cal Water, Hawaii Water, and New Mexico Water. The increase in 2020 was caused in part by an increase in fuel consumption and the number of vehicles used during the pandemic to support social distancing.

[4] We do not use natural gas in Hawaii or Washington. 2019 and 2020 data includes Cal Water, and 2021 data includes both Cal Water and New Mexico Water.

[5] 2019 and 2020 data only includes Cal Water and Hawaii Water. 2021 data is Group-wide.

[6] CO<sub>2</sub>e = carbon dioxide equivalent. In accordance with the Greenhouse Gas Protocol Corporate Standard, Scope 1 and 2 emissions include those associated with our direct fossil fuel consumption and indirect energy consumption from purchased electricity, respectively. Emissions ratios for our emissions calculations are based on the United States Environmental Protection Agency (EPA's) Emissions & Generation Resource Integrated Database (eGRID2019 and 2020). Standard regression-based data interpolation techniques were used in cases where direct estimates of electricity or fuel consumption were not available.

Metric <sup>[1]</sup>	2019	2020	2021
Scope 1 (direct/fuel) greenhouse gas emissions (metric tons CO <sub>2</sub> e) <sup>[2]</sup>	5,274	5,953	5,981
Cal Water	5,274	5,702	5,556
Hawaii Water	—	251	262
New Mexico Water	—	—	163
Washington Water	—	—	—
Scope 2 (energy indirect/electricity) greenhouse gas emissions (metric tons CO <sub>2</sub> e) <sup>[3]</sup>	24,643	29,093	25,783
Cal Water	12,297	19,171	15,465
Hawaii Water	12,346	9,922	8,554
New Mexico Water	—	—	1,380
Washington Water	—	—	384
Cal Water Scope 3 (water purchases and customer water use) greenhouse gas emissions (metric tons CO <sub>2</sub> e) <sup>[4]</sup>	51,328	52,693	50,342
Percent change in Cal Water greenhouse gas emissions from baseline year 2000	-65%	-61%	-64%
Percent change in Cal Water greenhouse gas emissions from previous year	-7%	13%	-8%
Cal Water greenhouse gas emissions intensity per USD million operating revenue for Group (metric tons CO <sub>2</sub> e / USD million) <sup>[5]</sup>	96.4	101.5	90.2
Cal Water greenhouse gas emissions intensity of water produced (metric tons CO <sub>2</sub> e / AF) <sup>[6]</sup>	0.23	0.25	0.23

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- [2] CO<sub>2</sub>e = carbon dioxide equivalent. In accordance with the Greenhouse Gas Protocol Corporate Standard, Scope 1 emissions include those associated with our direct fossil fuel consumption from natural gas utilities, fleet management systems, and fuel vendors, where applicable and available. Emissions ratios for our emissions calculations are based on the United States Environmental Protection Agency (EPA's) Emissions & Generation Resource Integrated Database (eGRID2019 and 2020). Standard regression-based data interpolation techniques were used in cases where direct estimates of electricity or fuel consumption were not available.
- [3] CO<sub>2</sub>e = carbon dioxide equivalent. In accordance with the Greenhouse Gas Protocol Corporate Standard, Scope 2 emissions include those associated with indirect energy consumption from purchased electricity. We use direct consumption and renewable energy content data from our electricity utilities for these calculations. Emissions ratios are based on the United States Environmental Protection Agency (EPA's) Emissions & Generation Resource Integrated Database (eGRID2019 and 2020). Standard regression-based data interpolation techniques were used in cases where direct estimates of electricity or fuel consumption were not available.
- [4] CO<sub>2</sub>e = carbon dioxide equivalent. Scope 3 emissions include estimated emissions embedded in water we purchase from wholesale providers, as well as in what is required to collect, treat, and dispose of wastewater generated by our customers. Scope 3 emissions were estimated using either emission factors reported by the water and wastewater service providers or with data published by the United States Environmental Protection Agency (EPA). Emissions ratios for our emissions calculations are based on the EPA's Emissions & Generation Resource Integrated Database (eGRID2019 and 2020). Standard regression-based data interpolation techniques were used in cases where direct estimates of electricity or fuel consumption were not available.
- [5] CO<sub>2</sub>e = carbon dioxide equivalent. USD million operating revenue represents all of Group. Cal Water operations account for more than approximately 91% of our total consolidated operating revenue.
- [6] CO<sub>2</sub>e = carbon dioxide equivalent; AF = acre-foot.

Metric <sup>[1]</sup>	2019	2020	2021
<b>Water Supply Management, Reliability, and Resilience</b>			
Total water sourced, by source type (thousand m <sup>3</sup> ) <sup>[2]</sup>	396,467	419,204	418,358
Percentage from wells (groundwater)	43.5%	44.4%	47.5%
Percentage from purchased water	51.3%	50.5%	48.5%
Percentage from surface water	5.2%	5.1%	4.0%
Total volume of recycled water delivered to customers (thousand m <sup>3</sup> )	8,089	7,381	8,625
Cal Water (thousand m <sup>3</sup> )	7,181	6,678	7,675
Hawaii Water (thousand m <sup>3</sup> ) <sup>[3]</sup>	908	703	950
New Mexico Water (thousand m <sup>3</sup> ) <sup>[4]</sup>	0	0	0
Washington Water (thousand m <sup>3</sup> )	0	0	0
<b>Water System Efficiency</b>			
Total length of water mains (supply and distribution lines) (km) <sup>[5]</sup>	10,543	12,305	12,524
Total length of sewer pipe (sewer collection main) (km) <sup>[5]</sup>	103	127	165
Volume of non-revenue real water losses (thousand m <sup>3</sup> ) <sup>[6]</sup>	16,715	16,215	16,458
Total investments in water system infrastructure (USD)	\$273.8 million	\$298.7 million	\$293.2 million
Average water main replacement rate for Cal Water <sup>[7]</sup>	0.47%	0.66%	0.45%
<b>End-Use Conservation</b>			
Total water delivered to customers <sup>[8]</sup>	—	—	—
Total water delivered to residential customers (thousand m <sup>3</sup> )	—	—	—
Total water delivered to commercial (business) customers (thousand m <sup>3</sup> )	—	—	—

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- [2] Historic data has been corrected from disclosures in our 2020 ESG Report where applicable due to increased scope of data collection and/or changes in methodology. Volumes of sourced water increased from 2019 to 2020 partly due to water system acquisitions.
- [3] Volume in 2020 was low because hotels were closed due to the pandemic. In 2021, hotels reopened.
- [4] Historic data has been corrected from disclosures in our 2020 ESG Report where applicable due to increased scope of data collection and/or changes in methodology. We do not sell recycled water to customers in New Mexico at this time. As part of our discharge plan, we donate produced recycled water to a local homeowner's association for landscaping.
- [5] Historic data has been corrected from disclosures in our 2020 ESG Report where applicable due to increased scope of data collection and/or changes in methodology. Disclosures include data for owned systems, as well as for leased systems or systems that are operated under contract for municipalities or private companies.
- [6] Annual data is not comparable, because we have been improving our data collection process each year. The 2019 data includes all districts for Cal Water, and Kaanapali and Waikoloa service areas for Hawaii Water. The 2020 data includes all districts for Cal Water, and Kaanapali, Waikoloa, and Kalaeloa service areas for Hawaii Water. The 2021 data includes all districts for Cal Water, New Mexico Water, and Washington Water, but Hawaii Water is excluded because water loss audits were not completed yet for the year.
- [7] In 2021, the Company reduced the main replacement rate due to rising main replacement program costs in order to meet the General Rate Case-authorized budget amounts
- [8] We are currently updating our data collection and calculation methodology for this metric in order to improve data quality. We plan to disclose this metric in future reporting

Metric <sup>[1]</sup>	2019	2020	2021
Total water delivered to industrial customers (thousand m <sup>3</sup> )	—	—	—
Total water delivered to public authority customers (thousand m <sup>3</sup> )	—	—	—
Total water delivered to all other customers (thousand m <sup>3</sup> )	—	—	—
Percentage of water utility revenues from rate structures that are designed to promote conservation and revenue resilience	—	99.0%	100.0%
Total annual customer water savings from efficiency measures (m <sup>3</sup> ) <sup>[2]</sup>	773,836	162,900	180,779
<b>Environmental Management and Compliance</b>			
Number of incidents of non-compliance associated with water effluent quality permits, standards, and regulations <sup>[3]</sup>	0	0	1
Average volume of sanitary sewer wastewater treated per day (m <sup>3</sup> per day)	6,000	4,760	5,845
Cal Water (m <sup>3</sup> per day) <sup>[4]</sup>	0	0	204
Hawaii Water (m <sup>3</sup> per day) <sup>[5]</sup>	4,622	3,343	4,065
New Mexico Water (m <sup>3</sup> per day)	1,261	1,323	1,387
Washington Water (m <sup>3</sup> per day) <sup>[5]</sup>	117	94	189
Average volume of stormwater wastewater treated per day (m <sup>3</sup> per day)	0	0	0
Average volume of combined sewer wastewater treated per day (m <sup>3</sup> per day)	0	0	0
Total wastewater treatment capacity located in 100-year flood zones (m <sup>3</sup> per day) <sup>[6]</sup>	757	0	0
Number of sanitary sewer overflows (SSO)	3	4	6
Volume of sewage discharged to the environment through SSOs (m <sup>3</sup> )	86	20	1,788
Total volume of hazardous waste generated for Cal Water (metric tons) <sup>[7]</sup>	363	425	391

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[2] This only includes Cal Water. We do not currently track customer water savings from efficiency measures in other states.

[3] Data is Group-wide. Cal Water received 1 violation in 2021 for discharge of sediment, resulting in a fine of \$1,000.

[4] Cal Water began delivering recycled water in 2021 at the Tesoro Viejo Wastewater Treatment and Recycled Water Production Plant, which treats wastewater from the local community for reuse. Wastewater is treated under an operation and maintenance contract; Cal Water does not own the system.

[5] Wastewater volumes decreased in 2020 due to resort closures during the COVID-19 pandemic.

[6] Data is Group-wide. As of 2020, we began utilizing the Hawaii State Flood Hazard Assessment to identify facilities in flood zones for Hawaii Water. The 2020 assessment results did not designate any Hawaii Water wastewater treatment facilities as being located in a 100-year flood zone.

[7] This only includes Cal Water and only reflects state and federal hazardous waste.

# Social

Metric <sup>[1]</sup>	2019	2020	2021
<b>Community Support</b>			
Total amount donated to local nonprofit, community, and other philanthropic organizations across subsidiaries (USD) <sup>[2]</sup>	>\$1.25 million	>\$1.7 million	>\$2.1 million
Amount donated for college scholarships (USD) <sup>[3]</sup>	\$60,000	\$80,000	\$90,000
<b>Drinking Water Quality and Customer Safety</b>			
Number of acute health-based drinking water violations	0	0	0
Number of non-acute health-based drinking water violations	0	0	0
Number of non-health-based drinking water violations	2 procedural	4 procedural	2 procedural
<b>Water Affordability and Access</b>			
Number of residential customer water disconnections for non-payment <sup>[4]</sup>	—	1,701	0
Percentage reconnected within 30 days	—	28%	N/A
Total annual dollar amount of discounts offered to customers through the CAP program (formerly LIRA) (USD) <sup>[5]</sup>	—	\$10,062,400	\$12,730,506
Number of customers enrolled in the CAP program (formerly LIRA) <sup>[5]</sup>	—	102,389	111,287
Average retail water rates, by customer type (USD revenue per 100 cubic feet of water delivered) <sup>[6]</sup>	—	—	5.33
Residential customers <sup>[7]</sup>	—	—	5.63
Commercial customers <sup>[8]</sup>	—	—	4.91
Industrial customers <sup>[9]</sup>	—	—	4.38

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[2] This includes a one-time contribution from our officers in the amount of \$600,000. Approximately 38% of our community giving efforts supported at-risk, underserved, and disadvantaged communities. An additional 11% went to community improvement efforts across our service areas, and 10% for environmental sustainability initiatives. The balance of our giving efforts in 2021 went to various initiatives, including education and youth programs, support for veterans, animal welfare, and healthcare.

[3] For 2019 and 2020, we have only reported our community scholarship program donations. The 2021 data includes donations for the community program (\$80k) as well as the program we have for children of employees (\$10k).

[4] 2020 data only includes Cal Water. 2021 data is Group-wide. All water disconnections that resulted from non-payment were completed in the first part of 2020, prior to the suspension of all non-payment-related disconnections amid the pandemic. The executive order in California that prohibited water shutoffs from non-payment began in mid-2020 and ran through 2021.

[5] Data only includes Cal Water.

[6] Data pertains only to Cal Water's regulated districts and metered revenues. Revenue and consumption data are consistent with data used for the California Public Utilities Commission Annual Report. Historic data is unavailable because we have corrected our calculation methodology in 2021.

[7] Data pertains to metered residential and multi-unit residential customers.

[8] Data pertains to metered business, irrigation, and recycled water customers.

[9] Data pertains to metered industrial customers.

Metric <sup>[1]</sup>	2019	2020	2021
Public authority customers <sup>[2]</sup>	—	—	4.52
Other customers <sup>[3]</sup>	—	—	5.20
<b>Cybersecurity and Data Privacy</b>			
Substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0
Number of CCPA requests	—	127	352
Deletion	—	106	280
Request to know	—	21	72
<b>Customer Service</b>			
Total number of customers served (customer connections), by customer type <sup>[4]</sup>	520,600	543,000	545,700
Residential customers <sup>[5]</sup>	461,100	482,000	484,300
Commercial customers <sup>[6]</sup>	42,200	43,300	43,600
Industrial customers <sup>[7]</sup>	900	900	900
Public authority customers <sup>[8]</sup>	5,600	5,700	5,700
Other customers <sup>[9]</sup>	10,800	11,000	11,200

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[2] Data pertains to metered public authority customers.

[3] Data pertains to all other metered customers.

[4] All customer connection data are rounded to the nearest hundred. Includes the approximate number of customer connections for water and/or wastewater service in each regulated district, the City of Hawthorne and the City of Commerce, at December 31 of each reporting year. Data covers only Group-owned or leased systems and services for which we bill customers directly. Increases in customer connections are due to water system acquisitions and/or expansion in existing services areas.

[5] Data pertains to residential and multi-unit residential customers.

[6] Data pertains to business, irrigation, and recycled water customers.

[7] Data pertains to industrial customers only, and includes Cal Water and Hawaii Water. New Mexico Water and Washington Water customers are not divided into an industrial classification.

[8] Data pertains to public authority customers only, and includes Cal Water and Hawaii Water. New Mexico Water and Washington Water customers are not divided into a public authority classification.

[9] Data pertains to all other customers, and only includes Cal Water and Hawaii Water. New Mexico Water and Washington Water customers are not divided into any other classifications not already included in those listed above.

Metric <sup>[1]</sup>	2019	2020	2021
Unplanned service disruptions — duration under 4 hours <sup>[2]</sup>			
Number of unplanned service disruptions	—	—	0
Number of customers affected	—	—	0
Unplanned service disruptions — duration between 4 and 12 hours <sup>[2]</sup>			
Number of unplanned service disruptions	—	—	0
Number of customers affected	—	—	0
Unplanned service disruptions — duration 12 hours or more <sup>[2]</sup>			
Number of unplanned service disruptions	—	—	6
Number of customers affected	—	—	711
Customer satisfaction <sup>[3]</sup>			
Average satisfaction <sup>[4]</sup>	—	—	73%
Overall favorability <sup>[5]</sup>	—	—	82%

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[2] Data only includes Cal Water and only reflects unplanned service disruptions associated with boil-water advisories.

[3] Data only includes Cal Water, and is based on results from a mixed mode survey administered from April 30 to May 25, 2021 among a representative sample of 2,771 Cal Water customers. Quotas and weighting were used to ensure a representative sample. The margin of error is +/-2% for the total sample.

[4] Customers were asked to rate satisfaction using a 0 to 10 scale in five areas relating to Cal Water service, including safety of water, customer service, water quality, water system care, and affordability. In 2021, an average of 73% of responses were rated “somewhat satisfied” or “very satisfied” across the five service attributes.

[5] Customers were asked whether they have a favorable or unfavorable opinion of Cal Water. In 2021, 82% of responses were rated as “somewhat favorable” or “very favorable.”



# Governance

Metric <sup>[1]</sup>	2019	2020	2021
<b>Corporate Governance</b>			
Percentage of the Board members who attended the Annual Meeting	—	100%	100%
Number of meetings of the Board	—	10	9
Number of collective committee meetings	—	16	14
Percentage of the Board members who attended Board and applicable committee meetings (held during the period each member served) <sup>[2]</sup>	—	75%	75%
Board diversity			
Overall ethnic/gender diversity	—	—	42%
Racial/ethnic diversity	—	—	8%
Gender diversity	36%	36%	42%
<b>Ethics</b>			
Total number and nature of confirmed incidents of corruption and actions taken	0	0	0
Number of legal actions pending or completed regarding anti-competitive behavior and violations of anti-trust and monopoly legislation	0	0	0
Incidents of violations involving rights of indigenous peoples	0	0	0
Number of complaints made through our incident reporting mechanisms	—	—	6 (0.53 per 100 employees)
Number of complaints relating to business integrity	—	—	0
Number of complaints relating to accounting/auditing and financial reporting	—	—	0
Number of complaints relating to environmental, health, and safety	—	—	0
Number of complaints relating to human resources	—	—	5
Number of complaints relating to misuse/misappropriation of corporate assets <sup>[3]</sup>	—	—	1
Substantiation rate for complaints made through our incident reporting mechanisms	—	—	50%

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[2] The incumbent Board members attended at least 75%, and on average attended 100%, of all Board and applicable committee meetings in 2021 (held during the period each Board member served).

[3] The complaint regarded an employee allegedly favoring use of a certain outside vendor due to an alleged conflict of interest. The complaint was unsubstantiated.

Metric <sup>[1]</sup>	2019	2020	2021
<b>Public Policy and Political Involvement</b>			
Total lobbying payments made <sup>[2]</sup>	\$1,005,352.57	\$1,064,567.03	\$999,337.21
General Lobbying <sup>[3]</sup>	\$456,613.06	\$533,918.39	\$671,187.60
PUC Lobbying	\$548,739.51	\$530,648.64	\$328,149.61
<b>Responsible Sourcing</b>			
Percentage of net procurement spending on diverse suppliers (women, minority, disabled veteran, and LGBTQ business enterprises) <sup>[4]</sup>	18%	18%	21%
Overall spending with diverse suppliers (women, minority, disabled veteran, and LGBTQ business enterprises) (USD) <sup>[4]</sup>	\$47.61 million	\$51.96 million	\$53.46 million

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[2] Historic data has been corrected from disclosures in our 2020 ESG Report where applicable due to increased scope of data collection and/or changes in methodology. This is Group-wide data; we do not incur lobbying expenses in Hawaii, New Mexico, or Washington.

[3] This includes both direct lobbying expenses as well as other payments to influence, which are separately reported in California.

[4] Data only includes Cal Water.

# Workforce

Metric <sup>[1]</sup>	2019	2020	2021
<b>Diversity, Equality, and Inclusion<sup>[2]</sup></b>			
Percentage of women in the overall workforce	29%	28%	28%
Percentage of women in field and office staff	28%	28%	28%
Percentage of women in management positions (first- and mid-level managers)	29%	27%	26%
Percentage of women in senior management (directors and officers)	32%	32%	32%
Percentage of women in the Board of Directors	36%	36%	42%
Total number of full-time employees, by gender	—	1,188	1,179
Female	—	330	325
Male	—	858	854
Total number of part-time employees, by gender	—	4	3
Female	—	3	2
Male	—	1	1
Total number of permanent employees, by gender	1,114	1,118	1,138
Female	318	315	321
Male	796	803	817
Total number of temporary employees, by gender	93	74	44
Female	26	18	6
Male	67	56	38
Racial/ethnic diversity: field and office staff			
Asian	—	11%	12%
Black	—	5%	5%
Hispanic	—	32%	33%
Native American	—	1%	1%

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Metric <sup>[1]</sup>	2019	2020	2021
Native Hawaiian	—	1%	2%
Two or more	—	3%	3%
White	—	47%	44%
Racial/ethnic diversity: management positions (first- and mid-level managers)			
Asian	—	15%	14%
Black	—	5%	4%
Hispanic	—	21%	25%
Native American	—	1%	1%
Native Hawaiian	—	3%	2%
Two or more	—	6%	3%
White	—	53%	51%
Racial/ethnic diversity: senior management (directors and officers)			
Asian	—	12%	17%
Black	—	7%	5%
Hispanic	—	9%	8%
Native American	—	0%	0%
Native Hawaiian	—	0%	0%
Two or more	—	4%	4%
White	—	68%	66%
<b>Talent Attraction and Retention</b>			
Total number of employees <sup>[2]</sup>	1,207	1,192	1,182
Cal Water	1,093	1,056	1,047
Hawaii Water	46	43	47
New Mexico Water	15	15	14
Washington Water	53	78	74
New employee hires (temporary and permanent)	—	85	134

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Metric <sup>[1]</sup>	2019	2020	2021
Employee turnover			
Voluntary resignation (permanent)	—	2.3%	5.5%
Retirement	—	1.5%	4.0%
Employee satisfaction (average score across all areas in the annual Great Place to Work employee survey)	74%	82%	74%
Response rate received for the annual Great Place to Work employee survey	473 responses (of 1112 invited)	422 responses (of 1127 invited)	409 responses (of 1112 invited)
<b>Training and Development</b>			
Average hours of training per year per employee <sup>[2]</sup>	—	5	9.48
Employee training costs (USD) <sup>[3]</sup>	—	—	\$393,500
<b>Labor Relations and Management</b>			
Percentage of workforce represented by unions (Group-wide)	—	—	61.5%
Percentage of workforce represented by unions (Cal Water only)	—	62.3%	69.4%
<b>Workplace Health and Safety<sup>[4]</sup></b>			
Total Case Incident Rate (TCIR)	3.7	2.9	3.4
Days Away, Restrictions, and Transfers (DART) rate	3.5	1.9	2.8
Lost Time rate <sup>[5]</sup>	0.1	0.1	1
Restriction/transfer rate	3.4	0.9	1.8
Number of work-related recordable injuries	36	31	35
Number of work-related fatal accidents among employees and contractors	0	0	0
Occupational disease rate	—	—	38.4

[1] All data is reported at a Group-wide level unless otherwise noted. If historic data is not available for a metric, this is the first year we are aggregating or reporting the data, we do not report on trended data, or we are working to refine our methodology and plan to disclose the metric(s) in future reporting.

[2] This includes full-time employees, part-time employees, contractors, and employees that were terminated within the reporting year.

[3] Rounded to the nearest hundred. Data includes training costs as well as tuition reimbursements for employee certifications and continued education.

[4] Due to restrictions and safety precautions related to the COVID-19 pandemic, 2020 data represents an anomalous year.

[5] The increased rate in 2021 is due to the nature of injuries and several instances where employees were not able to return to modified or alternative work situations due to lack of space relating to distancing measures for COVID-19 safety precautions in our offices.

This 2021 Environmental, Social, and Governance (ESG) Report and ESG Analyst Download (collectively the “2021 ESG Disclosures”) contain forward-looking statements within the meaning established by the Private Securities Litigation Reform Act of 1995. The forward-looking statements in the 2021 ESG Disclosures include the Company’s objectives, goals, progress, or expectations with respect to ESG, sustainability, and corporate social responsibility matters, and business risks, opportunities, and plans. Because they are aspirational and are based upon currently available information, expectations, and projections, they are subject to various risks and uncertainties, and actual results may differ. Because of this, the Company advises all interested parties to carefully read and understand the Company’s disclosure on risks and uncertainties found in Forms 10-K, 10-Q, and other reports filed with the Securities and Exchange Commission (“SEC”). The Company undertakes no obligation to update any forward-looking or other statements, whether as a result of new information, future events, or otherwise, and notwithstanding any historical practice of doing so. The Company may determine to adjust any objectives, goals, and targets or establish new ones to reflect changes in our business.

Historical, current, and forward-looking ESG-related statements and data in the 2021 ESG Disclosures may be based on standards for measuring progress that are still developing, controls and processes that continue to evolve, and assumptions that are subject to change in the future.

The information included in, and any issues identified as material for purposes of, the 2021 ESG Disclosures may not be considered material for SEC reporting purposes, and the use of the term “material” in the 2021 ESG Disclosures is distinct from, and should not be confused with, such term as defined for SEC reporting purposes.

Website references and hyperlinks throughout the 2021 ESG Disclosures are provided for convenience only, and the content on the referenced third-party websites is not incorporated by reference into the 2021 ESG Disclosures, nor does it constitute a part of the 2021 ESG Disclosures. The Company assumes no liability for the content contained on the referenced third-party references.