

<b>Design and Construction Supplier Diversity Spend Ten Year Summary</b>										
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
DC%	17%	20%	18%	14%	22%	35%	20%	27%	21%	15%
Level of Excellence	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%

\* Maximizing participation on every project.

