



SANTA CLARA VALLEY WATER DISTRICT AMENDED BOARD INVESTMENT POLICY

July December 12, 2017

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SANTA CLARA VALLEY WATER DISTRICT BOARD INVESTMENT POLICY

July 1, 2017

1.0 POLICY

It is the policy of Santa Clara Valley Water District (District) that public funds not needed for the immediate necessities of the District should, to the extent reasonably possible, be prudently invested or deposited consistent with applicable law to produce revenue for the District.

The District Treasurer/Chief Operating Officer – Administrative Services (Treasurer) or his/her designee manages the District's investment portfolio under the prudent person standard, which states that:

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

2.0 SCOPE

The Investment Policy applies to the District's pooled investment fund, which encompasses all monies under the direct oversight of the District Treasurer. Included in the investment pool are the District General Fund, the Safe, Clean Water Fund, the Watershed Funds, the Water Utility Enterprise Fund, the Equipment Service Fund, the Risk Insurance Fund, and debt proceeds with special consideration given to specific provisions contained in the indentures for each issuance. The employees' retirement, other postemployment benefit, and deferred compensation funds are not included nor are the Guaranteed Investment Contracts or any other debt proceeds that are invested following instructions in the debt documents.

A glossary containing key terms used in this document is included in Exhibit A.

3.0 OBJECTIVES

The District will invest funds under the prudent person standard as described in Section 1, and within the specific parameters of safety, liquidity, and yield, in order of highest to lowest priority:

3.1 Safety

Safety of principal is the foremost objective of the investment program. Investments of the District will be undertaken in a manner that seeks to ensure the preservation of capital. The District seeks to mitigate credit risk by requiring that all investments be in obligations whose senior long-term debt rating is rated by at least two of the three national rating agencies. The required ratings must be at least Aa3 by Moody's Investor Services, AA- by Standard & Poor's rating agency, or AA- by Fitch Ratings Service. This excludes funds placed with the Local Agency Investment Fund (LAIF) and Federal Deposit Insurance Corporation (FDIC) protected investments in local Santa Clara County domiciled community banks. In addition, Commercial Paper investments will also carry short-term ratings by at least two of the three national rating agencies of P-1

by Moody's Investor Services, A-1 by Standard & Poor's, or F-1 by Fitch. Risk related to adverse changes in interest rates is alleviated by maturity and instrument diversification. Please refer to Exhibit B for a summary of credit rating scales.

3.2 Liquidity

In order to ensure adequate liquidity, the average life of the investment portfolio of the District shall be maintained at approximately two and one half (2.5) years, but may be adjusted from time-to-time to meet ongoing cash flow needs of the portfolio.

3.3 Return on Investment

The District's investment portfolio shall be designed with the objective of attaining the greatest yield to maturity consistent with the preservation of capital and the maintenance of adequate liquidity.

3.4 Socially Responsible Investment

In addition to the investment objectives of safety, liquidity, and yield, the District encourages investing in corporate securities, banking institutions and state agencies that meet the ESG factors. The District shall use best efforts to follow the ESG Guiding Principles and utilize the Investment Evaluation Scorecard to evaluate and approve such investments to ensure compliance with the ESG factors (Appendix 1).

3.4.1 The ESG factor shall include considerations for local California based businesses

3.5 California Negotiable Certificates of Deposit

To the extent permitted by California Government Code, while meeting the District's investment objectives for safety, liquidity and yield, the District encourages investing in Negotiable Certificates of Deposit issued by California based banks, up to the Federal Deposit Insurance Corporation limit at the time of such investment which is currently set at \$250,000, as amended

4.0 DELEGATION OF INVESTMENT AUTHORITY

California Government Code Section 53607 provides the authority for the legislative body of the local agency to delegate for one-year periods to the Treasurer of the local agency the full responsibility to invest or reinvest local agency funds. Furthermore, Government Code Section 53608 requires the Board to delegate the authority to deposit funds for safekeeping with a federal or state association (as defined by Section 5102 of the Financial Code), a trust company or state or national bank located within this state or with the Federal Reserve Bank of San Francisco or any branch thereof within this state, or with any Federal Reserve bank or with any state or national bank locate in any city designated as a reserve city by the Board of Governors of the Federal Reserve System.

4.1 Board of Directors

The Board of Directors delegates to the District Treasurer, who will be designated by the Chief Executive Officer (or any acting or interim of such position), or his or her designee, the authority to invest, or deposit for safekeeping, as far as possible, all money belonging to, or in the custody of, the District pursuant to the Title 5, Division 2,

Part 1, Chapter 4, Article 1 Investment of Surplus (53600 – 53610) and Article 2 Deposit of Funds (53630-53686) of the California Government Code (“Government Code”) and as directed by the policies of the Board.

4.2 District Treasurer

The District Treasurer delegates the execution of daily investment transactions to the Treasury/Debt Officer. Under the direction of the Deputy Administrative Officer/Chief Financial Officer (CFO), the Treasury/Debt Officer will invest funds pursuant to the quarterly investment strategy approved by the Investment Committee and within the parameters established by the Investment Policy.

4.3 Treasury/Debt Officer

The Deputy Administrative Officer/CFO delegates the execution of daily investment transactions to the designated support staff when the Treasury/Debt Officer is absent.

4.4 Investment Committee

The Investment Committee meets once quarterly to review cash management performance and the Investment Policy and to map out the investment strategy for the coming quarter. The Investment Committee is comprised of the District Treasurer, Deputy Administrative Officer/CFO, District Counsel or his/her designee, the Financial Services Unit Manager, the Treasury/Debt Officer, and treasury support staff, if any.

5.0 ETHICS AND CONFLICTS OF INTEREST

The District Treasurer and any other District staff member or contract employee having influence over the investment decision process will refrain from personal business activity that could conflict with proper execution of the investment program or which could impair the ability to make impartial investment decisions. Further, the District Treasurer and any other District staff member or contract employee will refrain from making, participating in making, or in any way using their official position to influence a District investment decision in which they know or have reason to know they have a disqualifying conflict of interest as described in the Political Reform Act and the Fair Political Practices Commission Guidelines implementing the Act.

6.0 AUTHORIZED FINANCIAL INTERMEDIARIES

The Treasury/Debt Officer will maintain a list of broker/dealers authorized to provide investment services. These may include primary dealers or regional dealers. All broker/dealers who desire to become qualified broker/dealers for investment transactions must participate in the Broker/Dealer selection process managed by the Treasury/Debt Officer that takes place at least once every three years. The participating broker/dealers must provide all the documentation, and complete all other requirements specified in the Broker/Dealers selection criteria.

Selection of broker/dealers authorized to engage in transactions with the District shall be at the sole discretion of the District. Minimum assets of the company will be \$5 million. The Treasury/Debt Officer and Deputy Administrative Officer/CFO will conduct an annual review of the financial condition of qualified broker/dealers.

7.0 AUTHORIZED INVESTMENTS, MATURITIES, ISSUER AND PORTFOLIO LIMITS

The District shall comply with Code¹, as amended from time to time, and invest in the authorized securities described in this section. Where this section specifies a percentage limitation for a particular category of investment, that percentage is applicable only at the date of purchase. Where this section does not specify a limitation on the remaining maturity, no investment shall be made in any security that at the time of the investment has a term remaining to maturity in excess of five (5) years. The five-year limitation may be waived provided that the legislative body has granted express authority to make that investment either specifically or as a part of an investment program approved by the legislative body no less than three (3) months prior to the investment.

¹ Refer to California Debt and Investment Advisory Commission Update for 2017, for details regarding state law changes effective as of January 1, 2017, CDIAC 17.01. <http://www.treasurer.ca.gov/cdiac/LAIG/guideline.pdf>

7.1 U.S. Government

United States Treasury Bills, Notes, and Bonds or those obligations for which the faith and credit of the United States are pledged for the payment of principal and interest.

	<u>District Policy</u>	<u>Government Code</u>
Maturity Limit	5 years	5 years
Portfolio Limit	None Specified	None Specified
Issuer Limit	None Specified	None Specified
Minimum Credit Rating	See Section 3.1—Safety	None Specified

7.2 U.S. Agencies

Obligations issued by the following federal-related institutions and government-sponsored entities where the implied and moral support of the U.S. Government is pledged for the payment of principal and interest. They may be either bullet (non-callable) or callable issues:

Federal National Mortgage Association
 Federal Farm Credit Banks
 Federal Home Loan Bank
 Federal Agricultural Mortgage Corporation of America
 Federal Home Loan Mortgage Corporation
 Tennessee Valley Authority

	<u>District Policy</u>	<u>Government Code</u>
Maturity Limit	5 years	5 years
Portfolio Limit	None Specified	None Specified
Issuer Limit	None Specified	None Specified
Minimum Credit Rating	See Section 3.1—Safety	None Specified

7.3 Bankers Acceptances

Bills of exchange or time drafts drawn on and accepted by a commercial bank, otherwise known as Bankers Acceptances, which are eligible for purchase by the Federal Reserve System.

	<u>District Policy</u>	<u>Government Code</u>
Maturity Limit	180 days	180 days
Portfolio Limit	40%	40%
Issuer Limit	12%**	30%
Minimum Credit Rating	See Section 3.1—Safety	None Specified

Issuer Limit of 12% is defined as **4.8% of the total portfolio book value (12% issuer limit x 40% portfolio limit = 4.8%) for each issuer.

7.4 Commercial Paper

Commercial Paper (CP) issued by corporations that are organized and operating within the United States and having total assets in excess of US \$500 million. Purchases of eligible Commercial Paper may not exceed 10 percent of the issuer's outstanding Commercial Paper program.

	District Policy	Government Code
Maturity Limit	90 days	270 days
Portfolio Limit	15%	25%
Issuer Limit	12%** of portfolio limit and 10% of the issuer's CP outstanding	May not exceed 10% of the issuer's CP outstanding.
Minimum Credit Rating (at least 2 ratings)	A-1 (short-term)/ AA- (long-term, if available) or equivalent	A-1 (short-term)/ A (long-term, if available) or equivalent

**Issuer Limit of 12% is defined as 1.8% of the total portfolio book value (12% issuer limit x 15% portfolio limit = 1.8%) for each parent company.

7.5 Negotiable Certificates of Deposit

Negotiable Certificates of Deposit (NCD) and bank Deposit Notes issued by a nationally or state-chartered bank or by a state-licensed branch of a foreign bank.

	District Policy	Government Code
Maturity Limit	5 year	5 years
Portfolio Limit	30%	30%
Issuer Limit	12%**	None Specified
Minimum Credit Rating (at least 2 ratings)	AA- (long-term) or equivalent	None Specified

**Issuer Limit of 12% is defined as 3.6% of the total portfolio book value (12% issuer limit x 30% portfolio limit = 3.6%) for each issuer.

7.6 Time Certificates of Deposit

Time Certificates of Deposit (Time CD) (also known as nonnegotiable Certificates of Deposit) provided that the depository is a member of the FDIC and the amount does not exceed the current FDIC insured limit.

	District Policy	Government Code
Maturity Limit	5 years	5 years
Portfolio Limit	5%	None
Issuer Limit	Current FDIC Insurance Limit (\$250,000) and FDIC membership	Current FDIC Insurance Limit (\$250,000) and FDIC membership
Minimum Credit Rating	'Satisfactory' Community Reinvestment Act (CRA)	None Specified

7.7 Repurchase Agreements

Repurchase Agreements as defined by the purchase of securities (approved under Sections 1 and 2 of this document) by the District pursuant to an agreement whereby the seller will repurchase the securities on a specified date at a specified price. The District requires delivery of the purchased securities to the District's custody bank via book-entry prior to payment for such securities. All Repurchase Agreements will operate under the industry-standard Public Securities Association Master Repurchase Agreement which must be executed prior to the transaction. The District requires that purchased securities exceed the cash value of the transaction by a minimum of 2 percent to protect against adverse price movements. All collateral relating to outstanding repurchase agreements will be priced daily to ensure the maintenance of 102 percent collateralization. Collateral is limited to those securities listed in Section 7.1 and 7.2.

	<u>District Policy</u>	<u>Government Code</u>
Maturity Limit	30 days	1 year
Portfolio Limit	None Specified	None Specified
Issuer Limit	None Specified	None Specified
Minimum Credit Rating	See Section 3.1—Safety	None Specified

7.8 Medium-Term Notes

Corporate Medium-Term Notes issued by corporations organized and operating in the United States or by depository institutions licensed by the United States and operating within the United States.

	<u>District Policy</u>	<u>Government Code</u>
Maturity Limit	5 years	5 years
Portfolio Limit	15%	30%
Issuer Limit	12%**	None Specified
Minimum Credit Rating (at least 2 ratings)	AA- (long-term) or equivalent	A or equivalent

Issuer Limit of 12% is defined as **1.8% of the total portfolio book value (12% issuer limit x 15% portfolio limit = 1.8%) for each parent company.

7.9 Municipal Obligations

Municipal obligations issued by a municipality within the State of California including obligations payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the local agency. This may include Bonds, notes, warrants, or other evidences of indebtedness of a local agency within this state, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the local agency, or by a department, board, agency, or authority of the local agency.

Registered treasury notes or bonds of the State of California or any of the other 49 states, including bonds payable solely out of the revenues from a revenue producing property owned, controlled or operated by the state or by a department, board, agency or authority of the state.

	<u>District Policy</u>	<u>Government Code</u>
Maturity Limit	5 years	5 years
Portfolio Limit	15%	None Specified
Issuer Limit	12%**	None Specified
Minimum Credit Rating (at least 2 ratings)	AA- or equivalent	None Specified

Issuer Limit of 12% is defined as **1.8% of the total portfolio book value
(12% issuer limit x 15% portfolio limit = 1.8%) for each issuer.

7.10 Local Agency Investment Fund (LAIF)

The District may place funds with LAIF up to the maximum allowable amount as stipulated by LAIF and amended from time to time. LAIF is managed by the State of California Treasurer's Office with the objective of realizing the maximum return consistent with safe and prudent treasury management. Currently LAIF will accept no more than \$65 million of an agency's unrestricted funds while placing no constraints on funds relating to unspent bond proceeds.

7.11 Mutual Funds

Mutual funds invested in U.S. Government securities which strive to maintain a price of \$1.00 per share (Government money market funds) with a minimum of \$500 million in total portfolio value and a rating by at least two rating agencies of Aaa by Moody's and AAA by Standard & Poor's or Fitch. Investment in such funds shall not exceed 10% of the District's total portfolio book value.

	<u>District Policy</u>	<u>Government Code</u>
Maturity Limit	Not Applicable	Not Applicable
Portfolio Limit	10%	20%
Issuer Limit	10%	10%
Minimum Credit Rating (at least 2 ratings)	Aaa/AAA	Aaa/AAA

7.12 Supranational Obligations

United States dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and

Development (IBRD), International Finance Corporation (IFC), or Inter-American Development Bank (IADB), with a maximum remaining maturity of five years or less, and eligible for purchase and sale within the United States. Investments under this subdivision shall be rated “AA” or better by two or more national credit rating agencies and shall not exceed 15 percent of the District’s total portfolio book value.

	<u>District Policy</u>	<u>Government Code</u>
Maturity Limit	5 Years	5 Years
Portfolio Limit	15%	30%
Issuer Limit	12%**	--
Minimum Credit Rating (at least 2 ratings)	Aa/AA	Aa/AA

Issuer Limit of 12% is defined as **1.8% of the total portfolio book value
(12% issuer limit x 15% portfolio limit = 1.8%) for each issuer.

7.13 Prohibited Investments

7.13.1 Prohibited investments include securities not listed in this section 7, as well as inverse floaters, range notes, interest only strips derived from a pool of mortgages and any security that could result in zero interest accrual if held to maturity, as specified in Section 53601.6 of the California Government Code.

7.13.2 Climate Divestment Investment Restriction—No investments will be made in the top 200 fossil fuel companies that control most of the world’s oil, coal and natural gas supplies. See Exhibit C for the list of the 200 companies as defined by the organization, “350.org.”

7.14 Investment Sales Prior to Maturity

While the overall investment management philosophy of the portfolio is based on a passive approach focusing on matching investment maturities with anticipated liabilities in the future, sales of outstanding investment positions prior to maturity are permitted so long as a yield enhancement on the total transaction is achieved. Specifically, the reinvestment proceeds from the sale of an investment position must earn an income flow whose present value is greater than the present value of the sold position considering any capital losses and foregone interest income. In addition, investment positions may be sold if funds are needed for unanticipated expenditures, or if a corporate and bank obligation is downgraded (see section 7.15 below).

Before an investment position can be sold, an analysis must be made showing the benefit of the sale to the District and the impact the sale will have on the investment portfolio. The sales must be reviewed by the District’s Investment Committee. A sale will only be initiated after receiving guidance from the committee members and authorization by the District Treasurer.

7.15 Downgrade Provisions

Pursuant to the District's investment policy, the minimum credit criteria for the purchase of municipal, corporate and bank obligations is a rating by two of the three major rating agencies of Aa3 by Moody's Investor Services, AA- by Standard & Poor's Credit Rating Agency and Fitch at the time the investment is purchased. If an outstanding investment is downgraded such that it is below the minimum credit criteria after purchase date, a credit analysis will be performed within two business days and a recommendation made to the Investment Committee on whether the investment will be held or sold. Such a review will give consideration to the time to maturity remaining on the life of the security, specific discussions with Fitch, Standard & Poor's and/or Moody's Investor Services, and credit analysis by staff.

7.16 Dropped Rating

Pursuant to the District's investment policy, the minimum credit criteria for the purchase of municipal, corporate and bank obligations is a rating by two of the three major rating agencies of Aa3 by Moody's Investor Services and AA- by Standard & Poor's Credit Rating Agency, and Fitch at the time the investment is purchased. If the rating on an outstanding investment is no longer reported by the rating agency for any reason, and the other rating(s) remain the same as at the time of purchase, the investment will remain in the portfolio. If the other rating(s) are downgraded, section 7.15 downgrade provisions will be followed. An analysis of the dropped rating will be initiated to determine the cause of dropped rating, and the findings will be reported to the investment committee within two business days.

8.0 COLLATERAL

As required by Government Code Section 53652, all deposits must be secured at all times with eligible securities pursuant to Government Code Sections 53656 and 53657. The District further restricts collateralization as follows:

8.1 Repurchase Agreements

All transactions will be collateralized only by Government and Agency securities defined in Sections 7.1 and 7.2 of the Investment Policy at a level equal to, or greater than, 102 percent of the principal cash value of the investment principal. All transactions will be executed on a delivery versus payment basis and will be safekept by the District's Custodial Agent. All collateral on outstanding repurchase agreements will be priced daily.

8.2 Time Certificates of Deposits

Pursuant to Government Code Section 53653, a Treasurer may, at his/her discretion, waive security requirements for such portion of deposits that are insured pursuant to federal law, investments in Time CDs may not exceed the current FDIC protected amount. As such, the Treasurer waives the security required by Government Code Section 53652 as long as the depository maintains FDIC insurance for public deposits.

8.3 Uninvested Balances

From time to time, the District may leave funds uninvested in its checking account in order to meet anticipated disbursements. The District requires that the depository holding such funds be fully collateralized pursuant to Government Code Section 53652. Eligible securities held as collateral shall have a market value in excess of the total amount of all deposits of a depository as follows:

- Government securities at least 10 percent in excess
- Mortgage backed securities at least 50 percent in excess
- Letters of credit at least 5 percent in excess

9.0 SAFEKEEPING AND CUSTODY

All security transactions entered into by the District will be executed on a delivery versus payment basis and evidenced by safekeeping receipts from the District's custodial agent. The only exception will be investments with the LAIF, nonnegotiable Time CDs, and money market accounts.

10.0 DIVERSIFICATION

In an effort to reduce portfolio risk and volatility while maintaining market average rates, the District will diversify its investments with respect to instrument type, issuer, and maturity.

10.1 Instrument Type

To diversify the District's portfolio by type, it should contain a variety of authorized investment instruments. California Government Code Sections 53601 et seq. and 53635 et seq. limit the maximum amount of some of the authorized investment instruments as a percentage of the total investment portfolio. The District has added additional percentage restrictions on some of the instruments as outlined in section 7 above.

10.2 Maximum Maturities

California Government Code Sections 53601 et seq. and 53635 et seq. state that except as specifically limited in the code sections, no investment shall be made in a security that at the time of investment has more than five (5) years to maturity, unless the Board has given express authority to do so no less than three months prior to the purchase of such security. The District has further limited the maximum maturities on some investment securities as outlined in section 7 above. LAIF and authorized mutual funds have no specific maturity date and are, therefore, exempt from the five year limit.

10.3 Maximum Issuer Limits

There is no maximum issuer limit for U.S. Treasury obligations, permitted Federal Agency obligations, LAIF, and collateralized Repurchase Agreements outlined in Section 7 above. For all other investment instruments, certain maximum issuer limits are applicable as outlined in section 7 above. Furthermore, as stipulated in Section 7.6 above, no more than the amount insured by the FDIC, which is currently \$250,000 per account, may be invested in the issuer of nonnegotiable Time CDs.

11.0 INTERNAL CONTROLS

A system of internal controls will be maintained to ensure compliance with federal and state regulations in addition to ensuring prudent cash management and proper segregation of duties.

11.1 Investment Committee

Quarterly review of cash management activity and compliance to the Investment Policy is performed by the Investment Committee through a review of investment status reports supplied to the Investment Committee by the Treasury/Debt Officer.

11.2 Treasurer Review

The Deputy Administrative Officer/CFO or his/her designate shall perform daily, weekly and monthly reviews of investment transactions executed by the Treasury/Debt Officer to ensure compliance to all applicable regulations, policies, procedures, and guidelines. In the Deputy Administrative Officer's absence, the Treasury/Debt Officer will perform the review.

11.3 Annual Audit

The District's portfolio is included in the annual review of the District's financial management program by an independent outside audit firm.

11.4 Investment Policy Compliance Checklist

On a monthly basis, accounting staff reviews the investment portfolio to verify its compliance with the Government Code and the Investment Policy. A report is prepared stating that the portfolio is in compliance, or which items are out of compliance.

12.0 PERFORMANCE REPORTING

The investment portfolio will be designed to obtain a market average rate of return during budgetary and economic cycles, taking into careful consideration the District's risk tolerance and liquidity requirements.

12.1 The Benchmark

The District will strive to maintain a yield within 15 basis points (0.15%) of the 2-year floating average of the twenty-four month Treasury-note rate.

13.0 REPORTING

The District Treasurer will ensure that investment reporting is performed in order to provide a monitoring system designed to demonstrate compliance to all applicable laws, policies, procedures, and guidelines.

13.1 Weekly Reports

The Treasury/Debt Officer will provide daily reports of the District's cash position and detailed reports of the investment transactions in the portfolio on a weekly basis to the Deputy Administrative Officer/CFO. This report shall include a list of all purchases, sells, exchanges and maturities for the week being reported.

13.2 Monthly Reports

The Treasury/Debt Officer will provide detailed reports of the investment transactions in the portfolio on a monthly basis to the Board of Directors as required by California Government Code Section 53607. This report shall include a list of all purchases, sells, exchanges and maturities for the month being reported.

13.3 Quarterly Reports

The District Treasurer will provide detailed investment reports of the portfolio on a quarterly basis to the Board of Directors pursuant to California Government Code Section 53646. This report shall include type of investment, issuer, date of maturity, par, dollar amount, and market value including source of the valuation. In addition, this report shall also include a statement denoting the ability to meet the agency's expenditure requirements for the next six (6) months. The quarterly report will also include information on all debt funds held by the trustee, in guaranteed investment contracts (GIC), or with any other agent of the District.

13.4 Annual Report

The Investment Policy will be presented to the Board at a public meeting on an annual basis.

14.0 STATEMENT OF DERIVATIVES INVESTMENT GUIDELINE

The District will not invest funds in derivative products based on the following definition of a derivative:

A derivative is a security or a financial arrangement whose value is linked to, or derived from, some underlying index or benchmark. Such examples are floating rate notes whose interest payments may fluctuate in an inverse or a linear relationship to the established benchmark and interest rate swaps. Furthermore, the District will not place funds in securities whose coupons rise or fall based on whether the issuer exercises the call option. This does not include repurchase agreements which are specifically authorized under Section 7.7 of the Investment Policy.

15.0 OTHER PROCEDURES

The District treasury group has compiled an Investment Manual, approved by the District Investment Committee, which consolidates pertinent procedures related to the cash management function in a single reference manual. Included in this manual is a step-by-step description of the investment process and how investments are identified, chosen, executed, and recorded. Section 2 of this manual gives detailed instructions on completing the daily cash analysis; Section 3 explains preparation procedures for planning to invest; Section 4 details the types of authorized investments; Section 5 explains the process by which the chosen investment transaction is executed and includes delivery and safekeeping instructions; Section 6 lists the accounting procedures for investments; and Section 7 details internal control procedures. Also included in the appendix is a summary of government legislation pertaining to government investing, the District Investment Policy, and a glossary of key terms.

Appendix 1 – Environmental, Social, Governance Factors

Guiding Principles

When evaluating potential investments in corporate and financial institution securities, the Investment Committee shall follow the guiding principles:

Negative Screens: No investments shall be made in companies significantly involved in the production or sale of fossil fuels, tobacco, and other products that are environmentally harmful. Furthermore, to the extent possible while maintaining adequate safety, liquidity and yield of the portfolio, no investments shall be made in companies with a demonstrated record of the following:

- poor practices with respect to environmental regulation, greenhouse gas emissions, toxins, hazardous waste or environment justice
- human rights abuse, violations of international law, and/or materially or otherwise supporting repressive regimes
- endangering rural people's access to the land, water and other resources on which their livelihoods depend
- violating labor laws, abusing or otherwise mistreating workers and/or preventing or impeding unionization
- discrimination based on sexual orientation, gender, race, ethnicity, age or disability
- practices which have significant negative effects on affected communities, particularly those with minority or low-income residents
- restriction of access to affordable medicine in the developing world

Positive Screens: To the extent possible while maintaining adequate safety, liquidity and yield of the portfolio, investments shall be made in companies involved in the production of renewable energy and organic food, local food and sustainable agriculture and generally, invest in companies and investments that demonstrate commitment to:

- environmental sustainability, including reducing greenhouse gas emissions and sustainable forestry
- community development and/or investment, particularly in communities with minority or low-income residents
- diversity in hiring, executives and boards with respect to sexual orientation, gender, race, ethnicity
- living wages for all employees and collective bargaining
- transparency and accountability in corporate governance

Environmental, Social, Governance (ESG) Factors

Environmental	
Category	Considerations
<u>Climate change & pollution</u>	<u>Does the company have a stated commitment to emissions reduction?</u> <u>What is the firm doing to combat climate change?</u> <u>Does the firm participate in carbon crediting/offset programs?</u> <u>Has the company been cited for excessive pollution?</u> <u>Does the company have an emissions reduction program?</u>
<u>Energy efficiency & waste management</u>	<u>Has the firm employed energy efficient design or retrofits in its buildings?</u> <u>Does the firm participate in E-Waste recycling programs?</u> <u>Do the operations require heavy use of chemicals?</u>
<u>Water use & management</u>	<u>Where does the company get its water?</u> <u>Have they installed smart filling stations and efficient fixtures?</u> <u>Does the company operate in water-stressed areas?</u>
<u>Land use & management</u>	<u>Are company facilities designed to minimize damage to the surrounding habitat?</u> <u>Does the company actively participate in greening or reforestation efforts?</u> <u>Does the company encourage alternative methods of transportation to and from work; if so, does building design facilitate these methods?</u>

Social	
Category	Considerations
<u>Stakeholder relations</u>	<u>Are customers treated as key stakeholders in the company?</u> <u>Do minority shareholders have an outlet to voice opinions regarding company operations?</u> <u>Are fair labor standards enforced?</u>

	<u>Do workers have representation in order to bring concerns to management?</u>
<u>Value chain management</u>	<u>Does the firm's supply chain reflect adequate working conditions and respect for human rights?</u> <u>Does the company hold suppliers to stated ethical and moral standards?</u> <u>Does the company have any outstanding litigation over its products; are the products generally safe?</u> <u>Are suppliers practicing sustainable production methods?</u>
<u>Community Impact</u>	<u>Is the firm engaged with local non-profits to combat social issues in the community?</u> <u>Does the company donate a share of profits to advocate for impact issues?</u> <u>Does the company make an effort to hire and promote employees from the surrounding community?</u>
<u>Local/California business?</u>	<u>In what city is the firm located? Is the business located in the San Jose-San Francisco Metropolitan Statistical Area? Is the business located in California?</u>

Corporate Governance	
Category	Considerations
<u>Diversity</u>	<p><u>Are the workplace and board comprised of people from diverse backgrounds and ethnicities?</u></p> <p><u>Does the board have a roughly equal number of men and women?</u></p>
<u>Compensation</u>	<p><u>What is the ratio of executive pay to worker pay?</u></p> <p><u>Is executive compensation based on identifiable metrics?</u></p> <p><u>Are employees receiving equal pay for equal work?</u></p>
<u>Accountability & audit quality</u>	<p><u>Does the company employ a large number of special purpose vehicles and other off-balance sheet entities?</u></p> <p><u>Does the audit clearly stake risks to which the firm is exposed?</u></p>
<u>Cyber/Information Security</u>	<p><u>Does the company have a stated cyber/information security policy?</u></p> <p><u>Has the company been hacked in the last 3 years?</u></p> <p><u>What corrections/improvements have been made to prevent future hacks?</u></p>
<u>Transparency</u>	<p><u>Are internal discussions about the company kept hidden, or does the company routinely publish information for public consumption?</u></p> <p><u>Are the firm's financials easily understood?</u></p> <p><u>Is the firm readily accessible and do they respond to requests for comment?</u></p>

Exhibit A

Glossary of Key Terms

AGENCIES: Federal agency securities and/or Government-sponsored enterprises.

BANKERS' ACCEPTANCE (BA): A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

BOOK VALUE: The value at which a security is carried on the financial records of its owner. This value may be the original cost of acquisition of the security or original cost adjusted by amortization of a premium or accretion of a discount. The book value may differ from the security's current market value.

BENCHMARK: A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

BROKER: A broker brings buyers and sellers together for a commission.

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a Certificate. Large-denomination CD's are typically negotiable.

COLLATERAL: Securities, evidence of deposit or other property, which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

DELIVERY VERSUS PAYMENT: There are two methods of delivery of securities: delivery versus payment and delivery versus receipt. Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

DERIVATIVES: (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor; or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

DISCOUNT: The difference between the cost price of a security and its maturity when quoted at lower than face value. A security selling below original offering price shortly after its sale also is considered to be at a discount.

DISCOUNT SECURITIES: Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value, e.g., U.S. Treasury Bills.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns.

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g., S&L's, small business firms, students, farmers, farm cooperatives, and exporters.

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that insures bank deposits, currently up to \$250,000 per deposit.

FEDERAL FUNDS RATE: The rate of interest at which Fed funds are traded. This rate is currently pegged by the Federal Reserve through open-market operations.

FEDERAL HOME LOAN BANKS (FHLB): Government sponsored wholesale banks (currently 12 regional banks), which lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of its members who must purchase stock in their district Bank.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

FEDERAL OPEN MARKET COMMITTEE (FOMC): Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member, while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.

LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

MARKET VALUE: The price at which a security is trading and could presumably be purchased or sold.

MASTER REPURCHASE AGREEMENT: A written contract covering all future transactions between the parties to repurchase—reverse repurchase agreements that establishes each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller borrower.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MONEY MARKET: The market in which short-term debt instruments (bills, commercial paper, bankers' acceptances, etc.) are issued and traded.

PRIMARY DEALER: A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC)-registered securities broker-dealers, banks, and a few unregulated firms.

REPURCHASE AGREEMENT (RP OR REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security

“buyer” in effect lends the “seller” money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money that is, increasing bank reserves.

SAFEKEEPING: A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank’s vaults for protection.

SECONDARY MARKET: A market made for the purchase and sale of outstanding issues following the initial distribution.

SECURITIES & EXCHANGE COMMISSION: Agency created by Congress to protect investors in securities transactions by administering securities legislation.

SEC RULE 15C3-1: See Uniform Net Capital Rule.

TREASURY BILLS: A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months, or one year.

TREASURY BONDS: Long-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities of more than 10 years.

TREASURY NOTES: Medium-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities from two to 10 years.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of Indebtedness to Liquid Capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness is defined as all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid Capital is defined as cash and assets easily converted into cash.

YIELD: The rate of annual income return on an investment, expressed as a percentage. (a) INCOME YIELD is obtained by dividing the current dollar income by the current market price for the security. (b) NET YIELD or YIELD TO MATURITY is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

Exhibit B

Credit Rating Summary Short Term Credit Rating Definitions

Moody's Rating	Moody's Definition	S&P Rating	S&P Definition	Fitch Rating	Fitch Ratings Definition
P-1	P-1 Issuers (or supporting institutions) rated Prime-1 have a superior ability to repay short-term debt obligations.	SP-1	Strong capacity to pay principal and interest. An issue determined to possess a very strong capacity to pay debt service is given a plus (+) designation.	F1	Highest credit quality. Indicates the strongest capacity for timely payment of financial commitments.
MIG-1	MIG-1—This designation denotes superior credit quality. Excellent protection is afforded by established cash flows, highly reliable liquidity support, or demonstrated broad-based access to the market for refinancing.	A-1	Degree of safety regarding timely payment is strong. Those issues determined to possess extremely strong safety characteristics are denoted by a plus (+) sign.		
VMIG-1	VMIG-1—This designation denotes superior credit quality. Excellent protection is afforded by the superior short-term credit strength of the liquidity provider and structural and legal protections that ensure the timely payment of purchase price upon demand.				
P-2	P-2 Issuers (or supporting institutions) rated Prime-2 have a strong ability to repay short-term debt obligations.	SP-2	Satisfactory capacity to pay principal and interest, with some vulnerability to adverse financial and economic changes over the term of the notes.	F2	Good credit quality. A satisfactory capacity for timely payment of financial commitments, but the margin of safety is not as great as in the case of the higher ratings.
MIG-2	MIG-2—This designation denotes strong credit quality. Margins of protection are ample, although not as large as in the preceding group.	A-2	Capacity for timely payment on issues with this designation is satisfactory. However, the relative degree of safety is not as high as for issues designated 'A-1.'		
VMIG-2	VMIG-2—This designation denotes strong credit quality. Good protection is afforded by the strong short-term credit strength of the liquidity provider and structural and legal protections that ensure the timely payment of purchase price upon demand.				
P-3	P-3 Issuers (or supporting institutions) rated Prime-3 have an acceptable ability to repay short-term obligations.	SP-3	Speculative capacity to pay principal and interest.	F3	Fair credit quality. The capacity for timely payment of financial commitments is adequate;

Moody's Rating	Moody's Definition	S&P Rating	S&P Definition	Fitch Rating	Fitch Ratings Definition
MIG-3	MIG-3—This designation denotes acceptable credit quality. Liquidity and cash-flow protection may be narrow, and market access for refinancing is likely to be less well-established.	A-3	Issues carrying this designation have an adequate capacity for timely payment. However, they are more vulnerable to the adverse effects of changes in circumstances than obligations carrying the higher designations.		however, near-term adverse changes could result in a reduction to noninvestment grade.
VMIG-3	VMIG-3—This designation denotes acceptable credit quality. Adequate protection is afforded by the satisfactory short-term credit strength of the liquidity provider and structural and legal protections that ensure the timely payment of purchase price upon demand.				
NP	Issuers (or supporting institutions) rated Not Prime do not fall within any of the Prime rating categories.	B	Only speculative capacity for timely payment.	B	Speculative. Minimal capacity for timely payment of financial commitments, plus vulnerability to near term adverse changes in financial and economic conditions.
Speculative Grade (SG)	<p>MIG-SG S This designation denotes speculative-grade credit quality. Debt instruments in this category may lack sufficient margins of protection.</p> <p>VMIG-SG This designation denotes speculative-grade credit quality. Demand features rated in this category may be supported by a liquidity provider that does not have an investment grade short-term rating or may lack the structural and/or legal protections necessary to ensure the timely payment of purchase price upon demand.</p>				
		C	Doubtful capacity for payment.	C	High default risk. Default is a real possibility. Capacity for meeting financial commitments is solely reliant upon a sustained, favorable business and economic environment.
		D	Default.	D	Default. Denotes actual or imminent payment default.

Long Term Credit Ratings

Moody's Rating	Moody's Definition	S&P Rating	S&P Definition	Fitch Rating	Fitch Ratings Definition
Aaa1 Aaa2 Aaa3	Obligations rated Aaa are judged to be of the highest quality, subject to the lowest level of credit risk.	AAA+	An obligation rated 'AAA' has the highest rating assigned by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.	AAA+	Highest credit quality. 'AAA' ratings denote the lowest expectation of credit risk. They are assigned only in cases of exceptionally strong capacity for payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.
		AAA		AAA	
		AAA-		AAA-	
Aa1 Aa2 Aa3	Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.	AA+	An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.	AA+	Very high credit quality. 'AA' ratings denote expectations of very low credit risk. They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.
		AA		AA	
		AA-		AA-	
A1 A2 A3	Obligations rated A are judged to be upper-medium grade and are subject to low credit risk.	A+	An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.	A+	High credit quality. 'A' ratings denote expectations of low credit risk. The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.
		A		A	
		A-		A-	
Baa1 Baa2 Baa3	Obligations rated Baa are judged to be medium-grade and subject to moderate credit risk and as such may possess certain speculative characteristics.	BBB+	An obligation rated 'BBB' exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.	BBB+	Good credit quality. 'BBB' ratings indicate that expectations of credit risk are currently low. The capacity for payment of financial commitments is considered adequate but adverse business or economic conditions are more likely to impair this capacity.
		BBB		BBB	
		BBB-		BBB-	

Moody's Rating	Moody's Definition	S&P Rating	S&P Definition	Fitch Rating	Fitch Ratings Definition
Ba1	Obligations rated Ba are judged to be speculative and are subject to substantial credit risk.	BB+	An obligation rated 'BB' is less vulnerable to nonpayment than other speculative issues. However, it faces major ongoing uncertainties or exposure to adverse business, financial, or economic conditions, which could lead to the obligor's inadequate capacity to meet its financial commitment on the obligation.	BB+	Speculative. 'BB' ratings indicate an elevated vulnerability to credit risk, particularly in the event of adverse changes in business or economic conditions over time; however, business or financial alternatives may be available to allow financial commitments to be met.
Ba2		BB		BB	
Ba3		BB-		BB-	
B1	Obligations rated B are considered speculative and are subject to high credit risk.	B+	An obligation rated 'B' is more vulnerable to nonpayment than obligations rated 'BB,' but the obligor currently has the capacity to meet its financial commitment on the obligation. Adverse business, financial, or economic conditions will likely impair the obligor's capacity or willingness to meet its financial commitment on the obligation.	B+	Highly speculative. 'B' ratings indicate that material credit risk is present
B2		B		B	
B3		B-		B-	
Caa1	Obligations rated Caa are judged to be speculative of poor standing and are subject to very high credit risk.	CCC+	An obligation rated 'CCC' is currently vulnerable to nonpayment, and is dependent upon favorable business, financial, and economic conditions for the obligor to meet its financial commitment on the obligation. In the event of adverse business, financial, or economic conditions, the obligor is not likely to have the capacity to meet its financial commitment on the obligation.	CCC+	Substantial credit risk. 'CCC' ratings indicate that substantial credit risk is present.
Caa2		CCC		CCC	
Caa3		CCC-		CCC-	
Ca1	Obligations rated Ca are highly speculative and are likely in, or very near, default, with some prospect of recovery of principal and interest.	CC+	An obligation rated 'CC' is currently highly vulnerable to nonpayment.	CC+	Very high levels of credit risk. 'CC' ratings indicate very high levels of credit risk
Ca2		CC		CC	
Ca3		CC-		CC-	

Moody's Rating	Moody's Definition	S&P Rating	S&P Definition	Fitch Rating	Fitch Ratings Definition
C1	Obligations rated C are the lowest rated and are typically in default, with little prospect for recovery of principal or interest.	C+	A 'C' rating is assigned to obligations that are currently highly vulnerable to nonpayment, obligations that have payment arrearages allowed by the terms of the documents, or obligations of an issuer that is the subject of a bankruptcy petition or similar action which have not experienced a payment default. Among others, the 'C' rating may be assigned to subordinated debt, preferred stock or other obligations on which cash payments have been suspended in accordance with the instrument's terms or when preferred stock is the subject of a distressed exchange offer, whereby some or all of the issue is either repurchased for an amount of cash or replaced by other instruments having a total value that is less than par.	C+	Exceptionally high levels of credit risk. 'C' indicates exceptionally high levels of credit risk.
C2		C		C	
C3		C-		C-	
		D+	An obligation rated 'D' is in payment default. The 'D' rating category is used when payments on an obligation are not made on the date due even if the applicable grace period has not expired, unless Standard & Poor's believes that such payments will be made during such grace period. The 'D' rating also will be used upon the filing of a bankruptcy petition or the taking of similar action if payments on an obligation are jeopardized. An obligation's rating is lowered to 'D' upon completion of a distressed exchange offer, whereby some or all of the issue is either repurchased for an amount of cash or replaced by other instruments having a total value that is less than par.	D	Default. Indicates a default. Default generally is defined as one of the following: <ul style="list-style-type: none"> • Failure to make payment of principal and/or interest under the contractual terms of the rated obligation; • The distressed exchange of an obligation, where creditors were offered securities with diminished structural or economic terms compared with the existing obligation to avoid a probable payment default.
		D			
		D-			

Exhibit C

Top 200 listed companies by estimated carbon reserves

<http://fossilfreeindexes.com/research/the-carbon-underground/>

Rank	Coal Companies	Coal Gt CO ₂	Rank	Oil and Gas Companies	Oil Gt CO ₂	Gas Gt CO ₂	Total O&G Gt CO ₂
1	Coal India	43.104	1	Gazprom	6.856	37.213	44.069
2	Adani Enterprises	27.809	2	Rosneft	12.617	4.158	16.776
3	China Shenhua Energy	23.143	3	PetroChina	3.821	4.244	8.066
4	Inner Mongolia Yitai Coal	11.756	4	ExxonMobil	4.678	3.281	7.960
5	China Coal Energy	9.492	5	Lukoil	5.816	1.299	7.115
6	Mechel	9.483	6	BP	3.979	2.409	6.388
7	Exxaro Resources	9.433	7	Royal Dutch Shell	2.346	2.649	4.995
8	Public Power	9.339	8	Petrobras	3.742	0.608	4.349
9	Glencore	8.692	9	Chevron	2.441	1.604	4.045
10	Peabody Energy	8.059	10	Novatek	0.513	3.416	3.928
11	BHP Billiton	7.834	11	Total	2.077	1.755	3.833
12	Evrz	6.102	12	Tatneft	2.491	0.060	2.551
13	Mitsubishi	5.635	13	ENI	1.507	0.997	2.504
14	BUMI Resources	5.566	14	ConocoPhillips	1.522	0.937	2.459
15	Bukit Asam (Persero)	5.320	15	ONGC	1.547	0.823	2.371
16	Yanzhou Coal Mining	5.093	16	Statoil	1.039	0.797	1.836
17	Shanxi Xishan Coal and Electricity	4.570	17	CNOOC	1.066	0.413	1.478
18	Rio Tinto	4.351	18	Sinopec	0.950	0.413	1.362
19	Anglo American	4.259	19	Canadian Natural Resources	0.828	0.297	1.124
20	Kuzbasskaya Toplivnaya	4.186	20	Bashneft	1.007	0.000	1.007
21	Open Joint-Stock Rospadskaya	3.933	21	Repsol	0.315	0.719	1.034
22	DaTong Coal Industry	3.808	22	Inpex	0.514	0.358	0.871

Rank	Coal Companies	Coal Gt CO ₂	Rank	Oil and Gas Companies	Oil Gt CO ₂	Gas Gt CO ₂	Total O&G Gt CO ₂
23	Alliance Resource Partners	3.748	23	Occidental	0.658	0.184	0.842
24	Arch Coal	3.731	24	EOG Resources	0.579	0.209	0.788
25	Jindal Steel & Power	3.596	25	Suncor Energy	0.773	0.002	0.775
26	China Cinda Asset Management	3.409	26	Anadarko Petroleum	0.400	0.328	0.728
27	Alpha Natural Resources	3.385	27	Ecopetrol	0.525	0.190	0.714
28	Vale	3.310	28	Antero Resources	0.178	0.520	0.698
29	Severstal	3.218	29	BHP Billiton	0.278	0.392	0.670
30	Westmoreland Coal	2.632	30	Marathon Oil	0.525	0.134	0.660
31	Teck Resources	2.575	31	Devon Energy	0.331	0.317	0.648
32	Jastrzębska Spółka Węglowa	2.513	32	Imperial Oil	0.616	0.022	0.638
33	Lu'an Environmental Energy	2.439	33	BASF	0.205	0.384	0.589
34	Tata Steel	2.435	34	Apache	0.394	0.187	0.581
35	Adaro Energy	2.207	35	EQT	0.041	0.497	0.538
36	AGL Energy	2.144	36	Range Resources	0.180	0.342	0.522
37	CONSOL Energy Inc.	1.919	37	Chesapeake Energy	0.181	0.329	0.510
38	Cloud Peak Energy	1.886	38	Noble Energy	0.189	0.302	0.492
39	South32	1.845	39	Continental Resources	0.297	0.172	0.468
40	Sasol	1.823	40	Cabot Oil & Gas	0.023	0.428	0.451
41	Yancoal Australia	1.811	41	YPF	0.271	0.167	0.438
42	Beijing Haohua Energy Resource	1.775	42	Hess	0.333	0.085	0.417
43	Whitehaven Coal	1.740	43	OMV	0.256	0.129	0.385
44	CCX Carvão da Colômbia	1.736	44	Cenovus Energy	0.348	0.037	0.385
45	New Hope	1.705	45	Encana	0.142	0.222	0.364
46	ITOCHU	1.562	46	Woodside Petroleum	0.046	0.318	0.363
47	NACCO Industries	1.527	47	Southwestern Energy	0.015	0.322	0.337
48	Resource Generation	1.389	48	KazMunaiGas EP	0.306	0.026	0.333
49	Huolinhe Coal	1.387	49	Whiting Petroleum	0.289	0.036	0.326

Rank	Coal Companies	Coal Gt CO ₂	Rank	Oil and Gas Companies	Oil Gt CO ₂	Gas Gt CO ₂	Total O&G Gt CO ₂
50	PGE	1.386	50	Husky Energy	0.197	0.114	0.311
51	Neyveli Lignite	1.296	51	CONSOL Energy	0.027	0.276	0.302
52	Shanghai Datun Energy Resources	1.293	52	PTT	0.076	0.196	0.272
53	Tongchuan Mining	1.273	53	Murphy Oil	0.173	0.092	0.265
54	Coal of Africa	1.245	54	SK Innovation	0.263	0.000	0.263
55	Aspire Mining	1.238	55	Linn Energy	0.117	0.143	0.260
56	Indika Inti Corpindo	1.182	56	California Resources	0.211	0.039	0.250
57	Datang International Power Generation	1.147	57	Sasol	0.166	0.081	0.247
58	PT. Golden Energy Mines	1.100	58	Pioneer Natural Resources	0.168	0.074	0.242
59	Mitsui	1.016	59	Concho Resources	0.156	0.084	0.239
60	Bandanna Energy	0.971	60	QEP Resources	0.099	0.115	0.214
61	Berau Coal Energy	0.942	61	Crescent Point Energy	0.198	0.016	0.214
62	Kangaroo Resources	0.938	62	EP Energy	0.154	0.051	0.205
63	Open Joint Stock Novolipetsk Steel	0.865	63	WPX Energy	0.081	0.119	0.200
64	Wesfarmers	0.837	64	Tourmaline Oil	0.027	0.168	0.195
65	New World Resources	0.824	65	Newfield Exploration	0.113	0.071	0.184
66	Meijin Energy	0.784	66	Mitsui	0.073	0.109	0.182
67	Mongolian Mining	0.767	67	MEG Energy	0.180	0.000	0.180
68	United RUSAL	0.764	68	Cimarex Energy	0.084	0.083	0.167
69	Jizhong Energy	0.742	69	SM Energy Company	0.093	0.069	0.161
70	ALLETE	0.723	70	Lundin Petroleum	0.155	0.005	0.160
71	Moreton Resources	0.708	71	Det Norske	0.158	0.000	0.158
72	Monnet Ispat & Energy	0.706	72	Santos	0.020	0.130	0.150
73	Sable Mining Africa	0.679	73	Memorial Resource	0.069	0.078	0.148
74	Vedanta	0.674	74	Oil India	0.096	0.049	0.145
75	ArcelorMittal	0.668	75	Ultra Petroleum	0.014	0.127	0.141
76	Coal Energy	0.588	76	Maersk	0.138	0.000	0.138

Rank	Coal Companies	Coal Gt CO ₂	Rank	Oil and Gas Companies	Oil Gt CO ₂	Gas Gt CO ₂	Total O&G Gt CO ₂
77	Shanxi Asian American Daning Energy	0.567	77	GDF SUEZ	0.039	0.097	0.136
78	Hwange Colliery	0.562	78	Energen	0.110	0.024	0.134
79	Energy Australia	0.552	79	Seven Generations Energy	0.070	0.062	0.132
80	Steel Authority of India	0.551	80	National Fuel Gas	0.014	0.117	0.131
81	Indo Tambangraya Megah (Banpu)	0.550	81	MOL	0.079	0.051	0.131
82	PT. Bayan Resources	0.524	82	JX Holdings	0.052	0.073	0.124
83	LG International	0.519	83	Denbury Resources	0.120	0.002	0.122
84	Vimetco	0.512	84	Polish Oil & Gas	0.031	0.091	0.122
85	Kinetic Mines and Energy	0.507	85	ARC Resources	0.045	0.074	0.118
86	Hallador Energy	0.504	86	Oando Energy	0.051	0.064	0.114
87	Southern Copper	0.496	87	Galp Energia	0.100	0.013	0.113
88	Black Hills	0.495	88	SandRidge Energy	0.052	0.061	0.112
89	Matra Eromu ZRT (RWE Power)	0.491	89	Peyto E&D	0.007	0.102	0.110
90	Huadian Power International	0.472	90	Centrica	0.031	0.077	0.108
91	FirstEnergy	0.463	91	Birchcliff Energy	0.011	0.096	0.107
92	Prairie Mining	0.428	92	TAQA	0.057	0.048	0.106
93	Tata Power	0.424	93	DNO International	0.103	0.000	0.103
94	African Rainbow Minerals	0.418	94	Xcite Energy	0.100	0.001	0.101
95	Rhino Resource Partners	0.411	95	Freeport-McMoRan	0.086	0.015	0.101
96	Feishang Anthracite Resources	0.389	96	Oil Search	0.021	0.079	0.100
97	Golden Eagle Energy	0.386	97	PDC Energy	0.062	0.036	0.098
98	Semirara Mining and Power	0.378	98	Painted Pony Petroleum	0.008	0.088	0.095
99	Barmer Lignite Mining	0.369	99	Great Eastern	0.000	0.095	0.095
100	Up Energy Development	0.355	100	Gulfport Energy	0.008	0.085	0.093

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