



CREATING an equitable energy future





When Portland General Electric envisions the future, we're inspired by the growth of clean energy, along with the environmental benefits and job opportunities that come with it. We see a two-way power grid that lets customers choose when and how to use energy, with incentives for helping us manage demand.

Societal inequities, though, make it harder for some people to access energy-saving and clean energy programs, technologies and jobs. For everyone to benefit from a clean energy future, we must break through economic, cultural and linguistic barriers to ensure everyone has a seat at the table when making decisions that define our path forward.

When electricity first came to homes in Oregon, it was a luxury for those who could afford it. In the decades since, electricity has become a foundational part of society. It powers how we live, work, learn and play, and it's absolutely critical that everyone is able to use it and benefit from it.

Our society has come a long way in making energy widely accessible, but deeply rooted historic and systemic inequities continue to linger. There's still work to do, especially as new technologies — rooftop solar, battery storage, smart thermostats and electric vehicles — create disparities in how we generate, access and conserve energy. Today, some communities are too easily excluded from decision-making around energy policies and programs, leaving behind the interests of low-income households, people with disabilities, non-English speakers, elderly customers and communities of color.

At PGE, we deliver an essential service that plays a critical role in the vitality of our communities. We must continue to transform our energy system in an inclusive manner that addresses disparities head-on. This is a serious commitment, and we embrace our role in

connecting all energy resources, partners and customers with a truly integrated grid. Our work requires ongoing collaboration with other energy providers, municipal and public partners, and those we serve. We must avoid policies and regulations that shift costs from higher-income customers to lower-income customers. Together, our efforts drive toward an equitable, clean energy future in which everyone can participate.

EMPOWERING COMMUNITY VOICES

The energy industry is evolving rapidly, and those who are affected by disparities must have a say in the change. PGE is a trusted advisor and critical touchpoint for helping all people understand how the energy system works, how to advocate in regulatory spaces and which programs might benefit them.

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This rallying cry for shared decision-making is a reminder that we must hear all voices, not just a select few, when creating energy policies and programs that will affect everyone in our community.



PGE program design

To help create an energy system that works for everyone, PGE engages with diverse stakeholders throughout the design and operation of new programs and policies. We bring community voices to the decision-making table in several ways. For example, at our semi-annual roundtable forums, we work through operational issues and other concerns with the low-income agency service providers who deliver energy assistance to our customers. Through our conservation programs for schools, we teach students about energy-related issues and career paths, encouraging further engagement as the next generation comes of age.

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Eliminating barriers in public process

Community groups play a critical role in shaping public processes and must continue to be invited to discussions about equitable policy-making. For example, in 2017, the Oregon State Legislature passed Senate Bill (SB) 978, which required a public process to explore how new technologies and policies might impact the electricity regulatory system.¹ SB 978 eased the path for groups like the Coalition of Communities of Color, OPAL Environmental Justice and Verde

PARTNERSHIPS WITH NORTHWEST TRIBES

PGE recognizes and respects the traditional ecological and cultural knowledge sovereign nations hold in the Pacific Northwest. We have built strong partnerships based on mutual trust with the nine federally recognized Tribes in Oregon and those within our generation areas in Washington.

We consult Tribes prior to developing projects and initiatives, working closely with them to find mutually beneficial solutions for fish passage, water quality, recreation and cultural resources management.

For example, PGE and the Confederated Tribes of the Warm Springs Reservation of Oregon have co-managed the Pelton Round Butte project for more than a decade. The project provides enough emissions-free hydropower to power more than 150,000 homes and funds projects to improve water quality and enhance habitat for fish throughout the entire Deschutes basin.

to bring their voices to the Oregon Public Utility Commission, where they advocated for the protection of low-income customers, the development of community-based renewable energy projects, workforce diversity in the energy sector and other key issues.

One barrier to inclusive participation in energy public processes is a lack of funding to support historically excluded stakeholders. Where appropriate, community advocates should be compensated for their unique consultation. PGE, Pacific Power and other partners submitted an agreement to make funds available to community organizations to cover expenses associated with their participation in SB 978.²

WEATHERIZATION FOR LOW-INCOME HOUSEHOLDS

In 1999, the Oregon Senate passed a bill that directed PGE and Pacific Power to collect a “public purpose charge” of 3% of total revenues to fund energy efficiency, the development of new renewable energy and low-income weatherization services. The law also established a \$10 million per year low-income bill assistance fund. The conservation and renewable energy funds are administered through the Energy Trust of Oregon, and low-income weatherization and housing funds are administered through Oregon Housing and Community Services.

Better data sharing

We believe inclusive engagement is possible only when information about who benefits from programs and services is shared openly. In collaboration with state and federal agencies, OPUC, Community Action Program (CAP) agencies and community-based organizations, PGE will work to provide better demographic data on our pilots and programs by identifying the benefits and burdens associated with our energy system. This will help stakeholders understand where to focus further efforts.

Enhancing customer interactions

As we engage with customers throughout our service area, it’s critical to keep in mind that communication needs vary. For example, not everyone will speak English or have access to online resources.

PGE has the responsibility to serve customers whose needs, whether related to income, language, health, age, or other situations, differ from the majority of our customers. We regularly review our practices to ensure we are accommodating these customers. For example, we have staffed our contact center with Spanish-speaking representatives. Thanks to our diverse workforce, we can also call upon

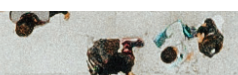
employees who speak Russian, Farsi and other languages when additional help is needed. As our service area becomes more multicultural and digital, we’re leaning into spaces that are new and challenging. We must continue to set the bar higher for creating smooth, accessible customer experiences.

ENERGY EFFICIENCY AND CLEAN ENERGY FOR EVERYONE

Low-income households pay disproportionately more of their wallet for energy, with an average energy burden of 8.2% of their gross income.³ This is three times higher than the share for households that are not low-income. Research also shows that low-income households — along with some renters and communities of color — pay more for utilities per square foot than the average household,⁴ suggesting they live in less energy-efficient housing.

Promoting energy efficiency and weatherization

While low-income households can benefit enormously from energy efficiency, the upfront costs are often too high. Helping low-income households take advantage of the mainstream energy efficiency strategies available today is the first and most important step in promoting more equitable energy transformation. Energy-efficient appliances, efficient lighting, weatherization and similar approaches can make a big difference in home energy costs while reducing greenhouse gas emissions and making homes safer and healthier. They can also reduce costs associated with shutoffs and lead to local job creation.⁴



At PGE, we advocate for increased funding and look for ways to simplify the process of applying for energy-efficiency assistance. For example, when a CAP agency needed help allocating extra funds for weatherization services, we contacted customers who qualified for assistance and asked for their permission to be contacted by the agency.

THE COMMUNITY IS OUR PARTNER

Our Smart Grid Test Bed is a project that explores how new technologies and two-way power flow can help us manage energy demand more successfully. Customers can choose to use smart thermostats, smart appliances and energy storage devices, as well as shift their energy use to non-peak times to lower their overall costs. Community organizers will help us better serve each community and quickly resolve any issues raised by customers.

To drive energy efficiency throughout Oregon, we will continue to make targeted investments in underserved communities, including weatherization assistance and rebates for energy-efficient products. Incentives for landlords, including multifamily property owners, can also lower the initial costs for energy-efficient improvements that create value for tenants while raising the overall value of properties. Products that encourage energy management, like smart thermostats, can also help people use electricity in smarter ways.

Harnessing new technologies

Our region has ambitious goals to reduce GHG emissions that contribute to climate change. To meet these goals, we need everyone to participate. Low-income populations are at risk of being left behind in the clean energy revolution, especially when it comes to new technologies like rooftop solar and battery storage. For example, low-income households accounted for less than 5% of solar installations.³

As our local industry creates new energy programs and policies, PGE will ensure that our product and service development is driven by community needs. From the outset, we'll seek diverse input so that we can take into account differing needs while designing programs and pilots that are relevant to all customers. In particular, we will emphasize efforts on incentives for low-income customers to adopt electric vehicles, rooftop solar, batteries and smart home appliances.

ELECTRIFYING THE FUTURE OF TRANSPORTATION

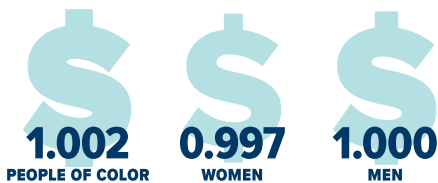
At PGE, our goal is to make it possible for people to seamlessly move around Oregon however they choose, powered by clean, renewable electricity. We've strategically distributed our Electric Avenue charging stations across the Portland metro area. But we're also working on ways to support other clean modes of transportation. For example, PGE is installing and maintaining bus chargers to support the first all-electric bus line from TriMet, the mass transit operator for the Portland metro area.

However, while these products are valuable energy resources, they have limited benefits when disconnected from each other and the grid. That's why we embrace our role as convener and integrator of all things clean energy. By connecting distributed resources like rooftop solar and batteries to our grid, we can manage and help share them in a way that maximizes their benefits to all customers. As a result, our customers don't need to think about how all of their energy resources work together — only about how they use it.

Workforce equity⁵

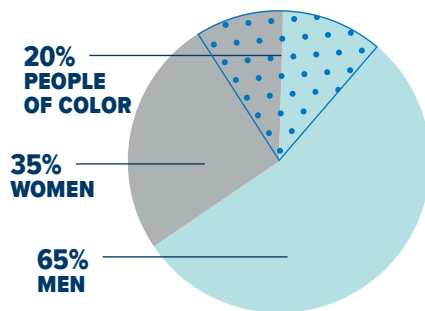
Diverse teams make innovation possible and power our success.

PGE employees in the same role, with comparable work experience at the same work location, earn a near-perfect dollar for dollar pay.

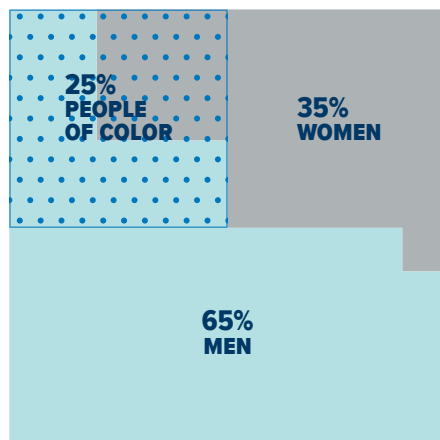


In 2018, people of color and/or women accounted for **45.8%** of promotions and **51.2%** of new hires.

PROMOTIONS IN 2018



NEW HIRES IN 2018



WHILE EXISTING ASSISTANCE PROGRAMS ARE EFFECTIVE, THEY ARE INSUFFICIENT IN MEETING CURRENT NEEDS. IT IS TIME FOR A HOLISTIC REVIEW OF WEATHERIZATION AND BILL-ASSISTANCE PROGRAMS WITH A FOCUS ON HOW WE CAN BETTER SERVE THE NEEDS OF THE MOST VULNERABLE MEMBERS OF OUR COMMUNITY

Recovery and resiliency

Our communities depend on consistent, reliable power to live and work safely. Natural disasters, extreme weather events and cyberattacks all pose threats to our grid — and our well-being. These risks hit low-income communities especially hard because residents are less able to recover from natural disasters and other extreme events.

Targeted investments help underserved communities prepare for and recover from disasters. PGE is focusing on projects that range from hardening upgrades, such as undergrounding wires and battery storage, to recovery upgrades like distributed microgrids for essential services and self-healing grid technologies. We work alongside emergency services, local

governments and community organizations to participate in training exercises for disaster preparedness. Finally, projects like PREPHub, a collaboration between PGE, the City of Portland, Portland State University, and the Massachusetts Institute of Technology, can deliver a new type of infrastructure that can operate off-grid to provide services like power, communication and emergency first aid supplies.

EQUITABLE OPPORTUNITIES AT PGE

PGE is committed to ensuring equitable pay and opportunities. Pay equity is more than just equal wages for equal work. It's about creating pathways for higher-paying positions and addressing areas of bias that may affect promotions or hiring. Our Diversity, Equity & Inclusion department leads our efforts to build, attract and develop a more diverse, equitable and inclusive workforce. It's one of the reasons why PGE earned a spot on Bloomberg's Gender-Equality Index in 2019, recognizing us as a company committed to transparency and advancing women's equality.

BUILDING STRONGER COMMUNITIES

A strong community is the foundation of a prosperous future. When everyone in our region has an equal opportunity to thrive, we can all enjoy a healthier economy and improved quality of life.

Clean energy careers

The clean energy future we envision will not be possible without a diverse workforce. Classroom-based education, workforce development, trade skills-building programs and supplier diversity practices can all help ensure equitable opportunities in the clean energy economy. In particular, job training for solar and wind careers will be especially beneficial as the need for this skilled workforce grows.

PGE and the PGE Foundation give to education and workforce development programs with a priority focus on those that serve communities facing historic or systemic barriers to equitable outcomes. These programs build trade skills and engage students in career technical education, STEM (science, technology, engineering and math) education, arts and culture. We also connect the region's students with internship opportunities to promote racial and cultural diversity.

At PGE, we're committed to being a green employer of choice with a workforce that reflects Oregon's increasingly diverse population. We promote an inclusive workforce through pay equity practices, racial equity training and development opportunities for women and people of color to advance into leadership.

We also promote diversity and economic development through our suppliers. Our supplier diversity program ensures opportunity in all competitive bid events for qualified minority-owned, women-owned, disabled veteran-owned and emerging small business enterprises suppliers. We strongly encourage our prime contractors and major suppliers to provide opportunities for diverse supplier subcontractors and businesses.

Energy assistance

Before we can build a truly equitable clean energy future, we must ensure that everyone can receive basic energy needs today. To relieve the burden on customers who are most economically at risk, PGE supports an increase in energy assistance through programs like the Low Income Home Energy Assistance Program⁶ and the Oregon Energy Assistance Program.⁷

In 2011, PGE advocated for a \$5 million increase in OEAP dollars with a temporary surcharge. The surcharge was renewed and made permanent, after which PGE advocated for another increase. The fund is now at more than \$20 million, due in large part to PGE's advocacy. PGE advocates

SIMPLIFYING ENERGY ASSISTANCE FOR SENIORS

Even when they qualify, it can be difficult for low-income seniors to sign up for bill payment assistance. What might be a simple phone call or website login for some could be too challenging for a senior who is hard of hearing or unfamiliar with the internet.

PGE's Senior Bill Discount Pilot Program taps into the trusted relationship Meals on Wheels already has with low-income older adults. While in the home delivering food, Meals on Wheels helps qualifying seniors sign up for \$25 per month in energy assistance to help offset their PGE bill. The monthly credit is provided by Oregon Energy Fund, an energy assistance nonprofit dedicated to helping Oregonians pay their utility bills in times of financial crisis.

for increased Low Income Home Energy Assistance Program allocation dollars for Oregon as well.

In 2019, PGE distributed \$350,000 to community agencies that help customers with high bills. Additionally, we set aside \$150,000 in-house as a discretionary fund to help government employees impacted by the federal shutdown pay their bills.

Our customer service representatives play an important role in connecting customers with resources and building relationships with agency partners. When customers call us looking for help paying their bill, we provide them with phone numbers for energy assistance programs and talk through other options to avoid service interruption. This work helps build trust and awareness of assistance programs.

PGE Community Offices are located throughout our service area and open to customers who have questions about energy assistance and other programs. Our employees at these offices have completed training on empathy, tolerance and unconscious bias to make sure we're not creating additional barriers for the diverse group of customers who visit our offices.

We're always looking for new ways to advocate for customers and make it easier for them to receive assistance. For example, when we noticed that some senior citizens were having difficulty submitting their proof of Social Security income electronically, we worked with agencies and the state to change the policies for documentation. We've also created a secure online portal that makes it easier for our partner agencies, such as the five major counties in our service area, to access customer information for payment assistance, where appropriate.

While existing assistance programs are effective, they are insufficient in meeting current needs. It is time for a holistic review of weatherization and bill-assistance programs with a focus on how we can better serve the needs of the most vulnerable members of our community. It is essential that state policies align with the greater goal of cost-efficient decarbonization, freeing capacity to provide additional support to traditionally underserved communities so they also have meaningful access to weatherization, renewables, electric vehicles and smart grid-enabled efficient technologies and appliances.



SUMMARY

Our energy landscape is evolving, and we're inspired by what we can create together. It's critical that we work together to ensure everyone in Oregon can benefit from our transition to a clean and equitable energy future. It starts with giving a voice to all communities. It continues with applying an equity lens to all aspects of our business. It expands into the future with workforce development, education and equitable career opportunities.

By listening to our customers, partnering with our communities and bringing our expertise and commitment to the table, we will continue to transform our energy system in a way that is inclusive and equitable to ensure that everyone can participate in Oregon's clean energy future.

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1. Senate Bill 978, Public Utility Commission of Oregon, <https://www.puc.state.or.us/Pages/Energy%20Initiatives/SB-978.aspx>.
 2. UM 1965 (SB 978 Issue Funds Agreement), <https://apps.puc.state.or.us/edockets/docket.asp?DocketID=21558>.
 3. "Low Income Community Energy Solutions," U.S. Department of Energy, Office of Energy Efficiency & Renewable Energy, accessed December 2018, energy.gov/eere/slsc/low-income-community-energy-solutions.
 4. "Lifting the High Energy Burden in America's Largest Cities," American Council for an Energy-Efficient Economy, April 2016, energyefficiencyforall.org/sites/default/files/Lifting%20the%20High%20Energy%20Burden_0.pdf.
 5. 2018 Willis Towers Watson pay analysis of 2,149 nonbargaining employees.
 6. The Low Income Home Energy Assistance Program (LIHEAP) provides bill payment assistance, energy education, case management and home weatherization services to help keep families safe and healthy. <https://www.liheap.org/>.
 7. The Oregon Energy Assistance Program (OEAP) is a low-income electric bill payment assistance program that helps reduce service disconnections to customers. <https://www.oregon.gov/ohcs/Pages/oregon-energy-assistance-program.aspx>.

ADDITIONAL RESOURCES

PGE Clean Energy Vision

portlandgeneral.com/energyvisionpdf

PGE energy strategy

portlandgeneral.com/energystrategy

PGE Integrated Resource Plan

portlandgeneral.com/resourceplanning

PGE strategy papers

The path to a decarbonized energy economy,
portlandgeneral.com/decarbonizationpdf

A modernized grid platform for a clean energy future,
portlandgeneral.com/modernizedgridpdf



portlandgeneral.com/cleanvision