

Annual Shared Prosperity Report

2018-2023



Port of
Portland

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Executive Summary

1 Increase Small Business Participation

2 Create an Equitable, Inclusive, Welcoming Place to Work

3 Equitable Community Engagement

The Journey Towards Equity: A Review of the Last Five Years of Equity Plans

This report is the culmination of our collective efforts over the last five years and demonstrates our equity journey to date. As of 2018, we worked to develop systems for tracking data and evaluated progress centered around three pivotal goals: increasing small business participation, fostering a safe and inclusive workplace, and enhancing equitable community engagement. This report uplifts both the data and stories from this last fiscal year (2022-2023) as well as previous years' data to provide a full picture of progress and growth over time.

Goal 1: Increase Small Business Participation

Our work in inclusive contracting and small business development revolved around strong advocacy in small business development. We invested in our communities by implementing rigorous contracting guidelines and worked to develop more equitable evaluations and transparent processes. We also advocated tirelessly for small businesses, championing their interests and developing new policies to support their growth and access to contracting opportunities through our programs.

Goal 2: Create a Safe and Inclusive Workplace

We recognize that a diverse and inclusive workforce is the cornerstone of shared

prosperity. Our emphasis on employee inclusion was reflected through a series of engagement opportunities for staff to share what makes them feel safe, welcome and included here at the Port. Through thoughtful training programs, mentorship initiatives and transparent advancement pathways, we're learning and building an environment where all employees are supported for success, regardless of background.

Goal 3: Increase Equitable Community Engagement

Our pledge to engage with our community in an equitable manner remains constant. Our community engagement initiatives include educational partnerships, as well as philanthropic endeavors. These initiatives are a pathway to enhancing the social and economic well-being of our community and exemplify our commitment to shared prosperity.

There is tremendous value in reviewing our accomplishments and reflecting on lessons learned over the past five years. This process solidified our commitment to advancing shared prosperity in our region, and this report serves as a mechanism to hold ourselves accountable to our employees, the community and our partners. We extend our heartfelt gratitude to our partners, employees and community members who have contributed to the stories detailed in this report. Together, we're shaping a brighter and more equitable future, where everyone can flourish.

Our Vision



I've been asked many times since joining the Port of Portland: What is shared prosperity? At its most fundamental, shared prosperity means collective thriving. It means everything we do – from the smallest contracting process to the largest industrial park – contributes to the health and abundance of the people and places around us. It means that communities who have been intentionally blocked from prosperity by oppression and injustice are at the center of our collective thriving.

The Port of Portland's ongoing shared prosperity work sits on a foundation of deep commitment, intentional investment and diligent effort, built over the past five years. Because of these strong roots, we now have a dedicated Shared Prosperity Division, representation on the Executive Team, and an incredibly committed group of people who are already taking the work to new heights.

Over the next several years, we will integrate equitable practices at every level and in every function across the Port, both internally and externally. We will grow our ability to measure and track our progress in ways that facilitate adaptive learning, continuous improvement and ongoing accountability. While we still have a long way to go, we will continue to capture and share our experiences along the way.

This report represents a few of our stories of success, challenges and lessons learned. We invite you to ask questions, make recommendations and look for areas of opportunity and collaboration. The Port has long been a major driver of our region's prosperity and now, together, it's time for us to ensure the prosperity we foster is truly shared.

In solidarity,

Mayra Arreola

Chief Shared Prosperity Officer

Port of Portland

Goal 1: Increase Small Business Participation



Objective:

Increase participation of businesses from historically excluded communities in Port transactions, projects and programs.

We work to leverage our organizational assets, capabilities and market footprint to further equity outcomes within the small business community.



“Empowerment in equitable contracting means we listen, seek to understand, and partner with small businesses.”

— John Cárdenas,
Equity in Contracting Manager

Strategies and Actions

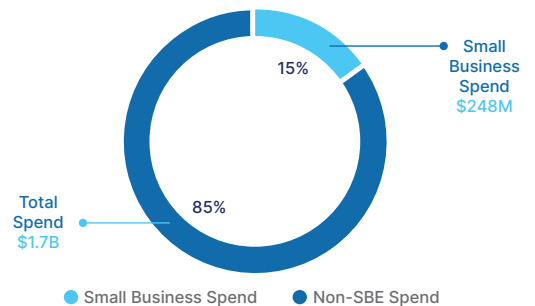
Public agency contracting can be a lengthy, resource-consuming process, especially for small businesses. We strive to reduce identified barriers to contracting and understand the direct value to small businesses when earning contracts with public agencies like the Port. We offer

support to better position them for contracts with the Port and with other public agencies.

Our central strategy is the establishment of the following aspirational goals:

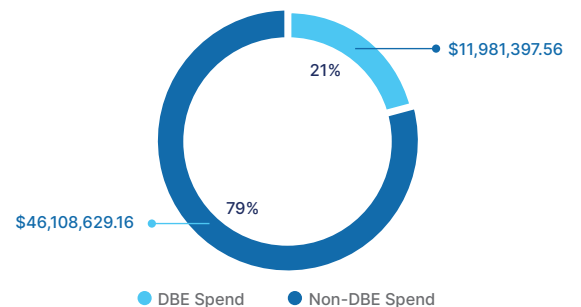
- 20% Small Business Enterprise (SBE) use on locally funded projects
- 11% Disadvantaged Business Enterprise (DBE) use on federally funded projects

All Contracts July 1, 2018 - June 30, 2023



Our efforts have resulted in roughly \$248M to women, minority and small business owners, an overall 15% of all contracting dollars during the last five fiscal years.

All Federally Funded Contracts July 1, 2018 - June 30, 2023

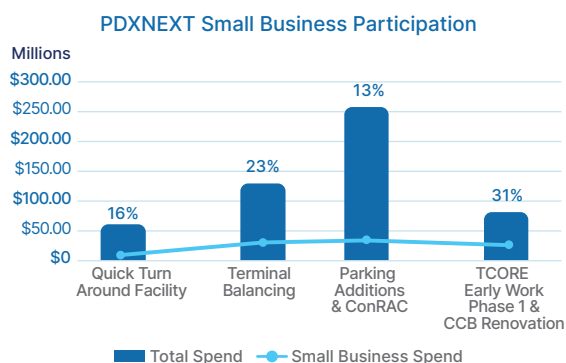


We recognize the economic impacts of COVID on the national and local economy, as well as small businesses. Labor shortages and price escalations are impacting small businesses' ability to commit to future work.

We are committed to continuing support of small businesses through our technical assistance and mentoring programs. Furthermore, we continue to analyze our internal processes to alleviate barriers preventing small businesses from successfully participating in Port contracting opportunities.

PDX Next

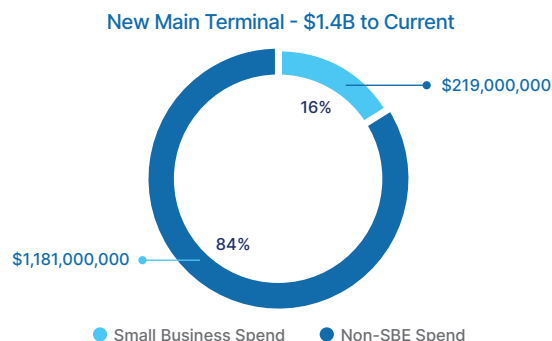
Our PDX Next Capital Improvements Office led successful completion of the Port's largest construction projects to date, including our Quick Turn Around (QTA) facility, Terminal Balancing (T-BAL) and Concourse E Extension as well as our newest Parking Additions and Rental Car Center (PACR-RCC). The chart demonstrates the total cost of each project and percent to small businesses.



PDX Next By The Numbers

- Completed in 2018 – QTA with a cost of \$61M, \$9.7M to Small Business Enterprise (SBE)
- Completed in 2020 – Terminal Balancing and Concourse E Extension with a cost of \$130M with \$30M to SBE

- Completed in 2021 – PACR-RCC project for a final cost of \$257M with \$34.5M to SBE
- Completed 2022 – Early Work on New Main Terminal – Phase 1 2022 with a cost of \$4.7M and \$1.25M to SBE
- This small business spend represents an impressive 27% SBE use despite challenges faced during the pandemic including material and labor shortages, increased lead time for shipping goods and frequent changes in public health policies that impacted worksite productivity.
- Completed 2022 – Concourse B Renovation with a final cost of \$77M with \$23.8M to SBE



Our work on PDX's new main terminal is underway and notable as the largest project both in the Port of Portland's construction history, as well as the largest capital construction project in Oregon's history.

This project has provided a tremendous opportunity for small business contracting. As of 2018, 260 contracts, totaling approximately \$219 million, were awarded to small businesses. Of this amount, approximately \$100 million (45% of small business dollars) were awarded to minority-owned firms.



In 2022, our new main terminal project established a Technical Assistance Program (TAP) in the amount of \$750,000 to aid certified small businesses working on the project. This assistance targets the needs of small business by providing tangible support in the form of software, accounting and other important elements of work execution. A portion of the funding (\$150,000) was awarded for pre-apprentice training aimed at increasing diversity in the trades.

Safety is one of our guiding principles and new safety regulations gave us the opportunity to purchase new “helmet” style hard hats for all employees of certified small businesses working on the new main terminal. This is one way we examined our role in supporting small business and provided a tangible asset to support the firms who are helping build our airport of the future.

Mentor Protégé Program



Our Mentor Protégé Program was developed in 1995 in response to the lack of minority and women owned firms participating on our projects. In our program, small business owners are paired with two mentors who provide business advice and guidance through a three-year series of facilitated meetings. The firms are required to attend training sessions on business fundamentals. In addition, protégé firms are provided technical services support to assist with their success.



In June 2023, we graduated 11 protégé firms, bringing the total number of firms that have graduated from the program to 143. Our current funding partners include the Oregon Department of Transportation and will soon include Multnomah County.

For our on-call aviation planning solicitation, the prime introduced a reverse mentor protégé approach where a respondent team of Minority, Women and Small Business Enterprises will

act as the prime and receive mentoring from the larger firm. The prime came to us with a track record of success from another airport, and we consider this a fresh and welcome approach to engaging small businesses in a meaningful way that we hadn't seen before. We believe opportunities like this open doors and provide the ability to engage with and grow small business firms' qualifications to perform a greater scope of work.

Mentor Protégé By The Numbers

**143 Firms
Graduated**

**47 Firms
Awarded 300
Contracts**

**\$117 Million
in Awards**

Protégé Story

All About Flagging was a member of the Mentor Protégé Program's 2023 graduating class. Owner Reynelda Hayes was a bright star and the business thrived in the program. When Reynelda passed away unexpectedly, it left the business in uncertainty. The Mentor Protégé Program was able to provide the technical services support needed to reconcile the books. Reynelda's daughter, Shawnta, has since purchased the firm and continues to operate the company her mother established. Shawnta will be entering the newest cohort of the program in the fall.



Tenants and Concessions

PDX's new main terminal project includes 21 new concession spaces both pre-security and post-security, spanning two phases of construction. During construction, the project will displace several existing concessionaires with remaining contractual terms from areas impacted by the project. To honor these commitments, replacement locations in the new facility were directly negotiated. To bring in new local businesses and maintain current relationships, a varied approach to leasing was implemented with a combination of direct negotiations with existing concessionaire tenants and Requests for Proposals (RFP) for new concessionaires.

As part of their equity plan, our Tenants and Concessions team revamped requirements for submittal material and qualifications for concessions within the airport for the new main terminal. Having an opportunity to partner with Finance, Legal and Risk departments to lower barriers and achieve the equity goals, the process and outcomes were a success.



In addition to concept and design, our leasing effort focused on several priorities: shared prosperity, quality employer involvement, Small Business Enterprise/Disadvantaged Business Enterprise and sustainability. Deliverables addressing each priority were heavily



weighted in the RFP scoring method and commitments made by proposing businesses are incorporated into each lease as contractual obligations to ensure follow-through.

At an average of \$1,000 per square foot for food and beverage spaces and \$500 per square foot for retail spaces, build-out costs are generally the largest barrier to entry for concessionaires at PDX.

To reduce this barrier for small and disadvantaged businesses, we re-evaluated business terms, provided a build-out credit and will install exhaust infrastructure for food and beverage locations. These incentives are in addition to numerous changes made to reduce the burden associated with submitting proposals. Other changes include eliminating proposal bonds and allowing proposers to submit a single proposal for multiple locations.

Our marketing campaign focused on direct outreach to local minority chambers and informed bidders about the redesign of RFP documents to make it more user friendly and streamline RFP requirements. Our intentionally diverse selection committee evaluated responses based on factors that were weighted at 25% for a Quality Employer Plan and shared

prosperity focus and 10% for Airport Concession Disadvantaged Business Enterprise participation.

We're extremely proud of the work our Tenants and Concessions team did to make palpable differences in what it looks like to respond to an RFP, and the intentionality around how businesses are invited to respond. Their work led to our reporting 20.5% Airport Concessions Disadvantaged Business Enterprises with 15 certified concessionaires.

Business and Properties

Gresham Vista Business Park was acquired by the Port in 2011 and has developed as a manufacturing and logistics base in the heart of Gresham.

Our acquisition of Gresham Vista included commitments to our focus on shared prosperity for regional residents, achieved through proposed scholarships at Mt. Hood Community College and support to the City of Gresham's Downtown Rockwood development.

Our partnership with Breakside Brewery and the City of Gresham included an impressive \$200,000 grant allocation to the Rockwood Market Hall nonprofit in support of the Portland Opportunities Industrialization

Center + Rosemary Anderson High School's culinary program. The funds allow the expansion of their program to participants 18 to 24 years of age, guest speakers, mentoring, and potential internships with Breakside employees and restaurants.



In addition to the culinary program, the funding will also provide small grants to the Rockwood Market Hall Commissary Kitchen that supports BIPOC owned businesses, tenants and entrepreneurs. The project was driven by our commitment to enhancing regional well-being and increasing economic opportunity through quality jobs and small business support.

Our Request for Qualifications (RFQ) for site development and the resulting Master Development Agreement (MDA) entered in 2020 reflects our commitment to inclusive growth benefiting the entire community, while the RFQ highlighted our commitment to social equity and small business participation. Our MDA included requirements for mentoring and contracting with small businesses in development and construction industries, with a focus on local BIPOC-owned businesses; quality jobs and employer standards; and sustainability.

To us, this project exemplifies what shared prosperity can mean for communities.

Workforce Development in the Trades

We believe workforce development in skilled trades within the construction industry is a critical component of promoting shared prosperity. The use and expansion of apprenticeship programs to increase participation of women and minorities in the trades is another way shared prosperity shows up in the work we do.

Like the local IUOE 701 Union, we are interested in developing the next generation of dredge workers. In May 2021, our Navigation team partnered with IUOE 701 and began using both fill site and mechanic apprentices. The apprentice program attempts to attract a more diverse group of applicants by targeting high schools and trade schools and encouraging young people to pursue a career in the trades. This allows successful applicants the opportunity to gain marketable skills, regardless of whether they continue in a specific trade.

We support the use of apprentices by:

- Placing a 15% apprentice goal of total work hours on all construction projects with contract amounts greater than or equal to \$500K.
- For larger projects, like PDX's new main terminal, goals are also set on the number of minority and female workers (journey and apprentice combined) to further support workforce development in our community.

We work to support and encourage prime and subcontractors on all projects to employ a diverse workforce that reflects our community in all trades.

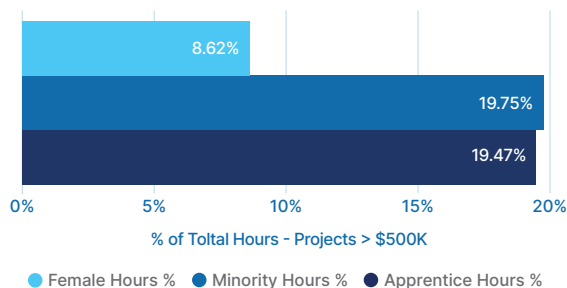
Our apprentice program exceeded our set goals of 15% apprentice worker, 8% female worker and 14% minority worker.

From 2017 – 2023:

- Overall apprentice rate of 19%
- Overall minority worker rate of 19%
- Overall female worker rate of 8.6%

This representation can inspire others to pursue similar opportunities and break down stereotypes and biases. As individuals from marginalized communities succeed in apprenticeships, they often reinvest in their communities, contributing to local economies and community development.

All Construction Projects >\$500K - FY2017 - FY2023
Workforce Report



Goal 2: Create an Inclusive and Welcoming Place to work

Objective:

Our objective is to make sure the Port is regarded as an equitable, inclusive and welcoming place to work. To ensure our people prosper, we take a human-centered and data-driven approach to attracting, developing and retaining our diverse talent.

Strategies and Actions

A welcoming and inclusive place to work requires maintaining strategies to enhance employee-centered programs, eliminate recruitment and advancement barriers, and enhance our employees' diversity, equity and inclusion (DEI) competency.

Like many employers, we were significantly impacted by the Great Resignation, when a record number of U.S. employees resigned from their jobs. In response, Human Resources played a role in promoting social connections among employees to strengthen a sense of inclusion by creating an employee demographics dashboard that tracks and reports employee composition data (race, gender) on the Port's public website. This dashboard can be filtered by job type, division and more, and allows us to examine our organizational culture, how we promote and retain our employees, and our demographic makeup.

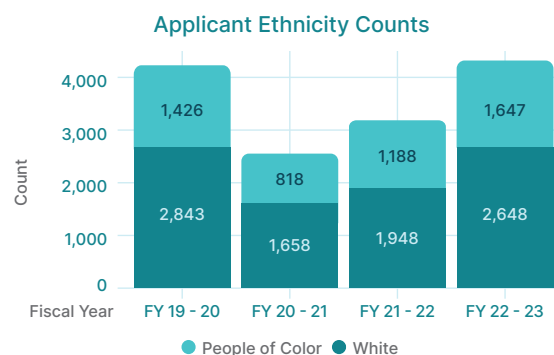
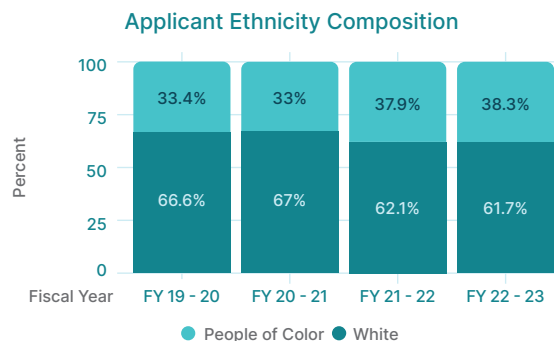
We made many changes in the last five years when it comes to onboarding and creating a culture of belonging for our new employees. One concrete effort was revamping our New Employee Peer Guide program. This program works to ensure there's a friendly face and welcoming smile outside of a new employee's work group. Peer Guides are tasked with easing

new employee transitions, helping establish a sense of belonging and connection, and assisting with navigating our culture.

Recruitment

Over the last five years, Human Resources made many enhancements to the recruitment process to improve DEI outcomes. These enhancements allow us to be sure we're looking through an equity lens and modifying our processes when needed. We reviewed many tools and processes used throughout the recruiting, interviewing and hiring journey, and updated and improved existing ones while adding in new ones.

A few of our efforts included:



- Resurrection and modification of our recruitment plan template, incorporating questions for hiring managers related to current staff demographics and diverse recruiting. We engage in broader

discussions during recruitment strategy meetings and deliberately ask probing questions related to outreach efforts.

- Inclusion of the requirement that interview panels be comprised of employees who represent a diversity in age, gender, race, position level and department, ensuring the candidate has a more inclusive experience and broader exposure to the Port, while allowing for more diverse perspectives during panel debriefs.
- Use of a gender coding tool that encourages the use of gender-neutral language in job announcements.
- Posting our job announcements on social media sites like LinkedIn, Facebook and Instagram, and incorporating hashtags that represent a wide variety of diverse organizations.
- Including equity language and a DEI statement on our careers page.
- Requiring the completion of eLearning curricula – including interviewing and selection, and fair hiring practices – before sitting on a panel for interview. These trainings incorporate bias awareness and avoidance education and provide a bias reminder interview tool. Since we began requiring the curriculum in May 2021, 302 employees have completed the trainings.
- Providing updated demographic reports to hiring managers prior to interview selection aimed at increasing awareness of veteran and minority candidates, along with our affirmative action plan goals.
- Partnering with our IT equity sub-committee to create IT hiring manager

guidelines for a broader awareness of recruiting processes and activities. This supports hiring managers within IT with a tool specific to their needs.

- Incorporating behavioral questions to determine applicant aptitude versus experience. Continuing to build and refine our bank of DEI and safety questions. Providing some interview questions to applicants prior to the interviews. Applying an equity lens by using a salary setting tool that provides salary recommendations for hiring managers.

Outreach



Externally, we're focusing on career fairs and events where diversity exists and is celebrated. We created a career fair calendar capturing participation requests from multiple sources. We invite employees from other departments to join our talent acquisition team and attend events at local community colleges and universities to attract interns. Our event selection is inclusive and represents a variety of important groups that we center, including the Hispanic Tech Fair, Oregon Tradeswomen, Veteran's Yellow Ribbon Career Fair, Jobs Now and Incight (individuals with disabilities), NW Youth Career Expo and Portland Youth Job Fair.

We have an advertising resource list on our internal website for employees to add to our list of agencies, organizations and advertising sources we use for posting positions, and work to broaden our advertising through intentional postings on a growing list of diverse websites.

As an example of outreach and engagement efforts within a department, our Legal team began an honors attorney program in 2019 – a two-year limited duration position for an entry level lawyer. Through the program, we have contributed to the professional starts of two honors attorneys. Thanks to the quality of their work and their experiences at the Port, which included mentoring and sharing of Port lawyer networks, they both landed permanent jobs with quality law firms in Portland.



Retention

Like many organizations across the globe, retention was significantly impacted across the Port during the pandemic. We also saw a greater impact on women and people of color.

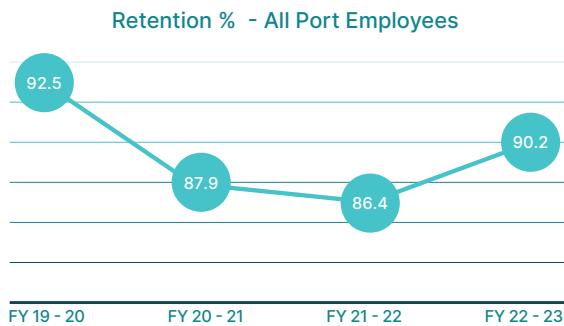
In fiscal year 2022-23, retention rates for women and employees with disabilities at the Port began to rebound more quickly than those of people of color and veterans.

The shift to remote work posed unique challenges for some individuals, including

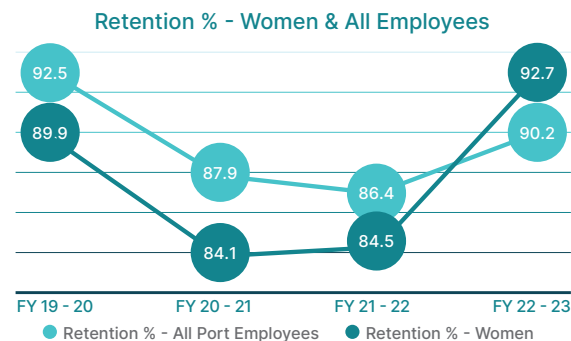


In 2022, Chief Jason Wallis led the effort to increase gender diversity reflected in our Public Safety Officers by taking the pledge and joining or organization in the “30 X 30” nationwide initiative aimed at advancing women in policing by placing a goal of 30% women recruits by 2030.

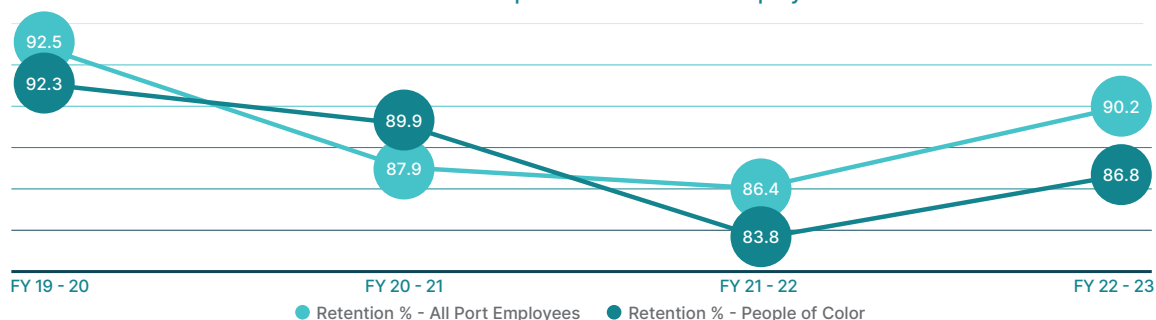
access to necessary technology, internet connectivity and suitable home environments. We provided funds to all employees for office equipment, technology and hardware, as well as an internet stipend, to address these challenges.



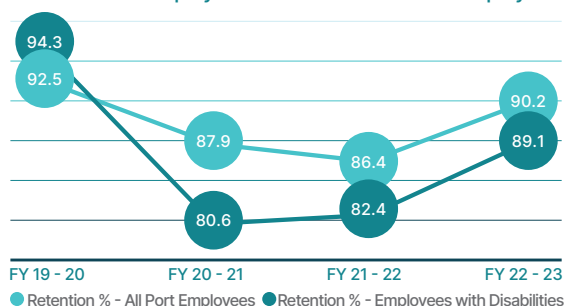
Persistent systemic bias and discrimination in the workplace can make it more challenging for people of color and veterans to advance in their careers or to feel valued and included. This can lead to a higher likelihood of people voluntarily leaving an organization.



Retention % - People of Color and All Employees



Retention % - Employees with Disabilities & All Employees



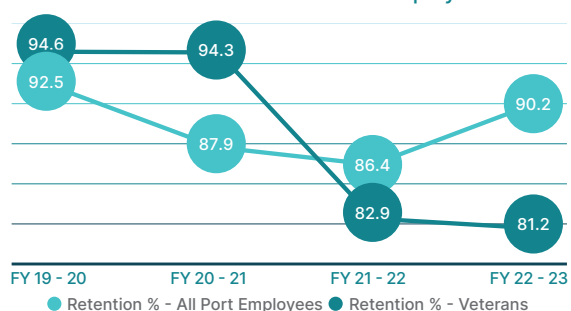
Addressing these disparities in retention rates requires a comprehensive approach that includes addressing systemic inequalities, providing support for mental health and well-being, and ensuring equitable access to economic opportunities and healthcare. The Port is committed to nurturing an environment where our employees feel valued, supported and motivated to give their best each day. Our approach to retention is not a static plan; it is an ongoing journey. We are regularly assessing, adapting and enhancing our strategies based on employee feedback, industry trends and evolving needs.



Pulse Survey

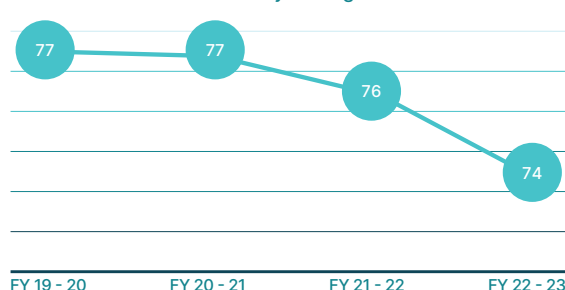
Our employee engagement pulse survey includes DEI questions to gauge inclusion and understanding. We began surveying employees in 2019 and results are provided to managers with more than five employees. Managers are encouraged to discuss results with their team, and executives are briefed by Human Resources about comments and themes.

Retention % - Veterans & All Employees



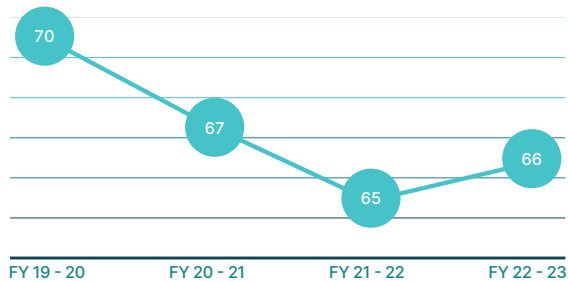
We centered our DEI questions on understanding and inclusion. We wanted to know if trainings we provided around DEI brought a greater understanding of the concepts to our employees. We also wanted to know if our work impacted an employee's sense of inclusion.

Pulse Survey: My understanding of diversity, equity, and inclusion has been enhanced by training I've received at the Port.



Through listening to feedback from employees, we learned the questions were difficult to answer and sometimes unclear. We saw an expected drop in both ratings during the pandemic, and are now seeing an increase in employee's sense of inclusion in the most recent rating.

Pulse Survey: I feel a greater sense of inclusion as a result of the Port's investment in diversity, equity and inclusion work.



Employee and Business Resource Groups (ERGs/BRGs)

To facilitate retention, in 2017 we began supporting a grassroots and self-led program that included the formation and participation of employee and business resource groups (ERGs/BRGs), as well as an organization-wide Port of Portland culture team (PoP Culture).

Soon after starting PoP Culture, our inaugural resource group – the Alliance of Black Employees (ABLE) – debuted. ABLE's pioneering influence created an environment of blossoming connection and hope for many employees who sought to build community by uplifting diversity, equity and inclusion based on lived experience and empathy.

In the years since, the number of resource groups grew to include the Womens+ Development Network (W+DN), Port Pride (formerly LGBTQ+ and Friends), Asian Pacific

Islanders (API), Latinx and Friends, and Port Veterans employee resource groups, as well as LeadersNEXT, Social and Environmental Equity Community (SEEC – formerly known as the Port Book Club) and Peer Support business resource groups.



Facilitated by these resource groups, Port employees have gathered to celebrate more than 130 events since 2020 including:

79 Cultural Celebrations	33 Education, Skill-Building Learning Sessions	30+ Community Service, Invited Guests & Speakers
Black History Month	Book Club - Social Equity & Environmental Media Community	Annual Warm Clothing Drive - Veterans
Asian Pacific Islander Heritage Month	White Men and Diversity, Equity & Inclusion	W+DN Annual Fundraising for Rose Haven Women's Shelter
Hispanic Heritage Month	Oregon Black Pioneers	Pronouns Roadshow with Port Pride & Friends
Pride Month	Tribal Sovereignty	Lunch with a Leader Series
Women's History Month		

Because of the work of resource groups, employees can engage, learn and experience culture in deeper, more meaningful ways. For example, Port Pride developed a "pronouns roadshow" to educate and provide a safe

and inclusive opportunity to practice using pronouns in the workplace. As a result, we developed a tool on our internal employee directory that allows employees to self-identify the pronouns aligning to their gender identity if they wish to do so. To date, 28% of employees opt to share their pronouns.

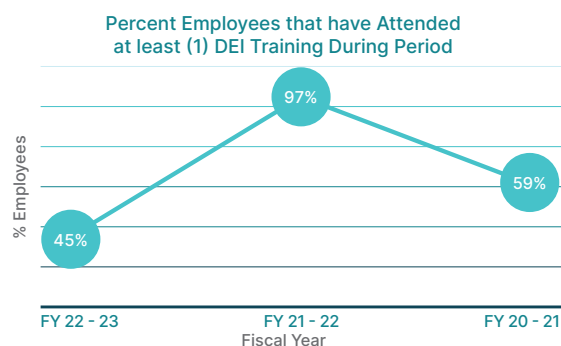
In response to the murder of George Floyd, our Alliance of Black Employees resource group partnered with PoP Culture and our diversity and inclusion program staff to facilitate open dialogues called Conscious Conversations. We held more than 25 meaningful conversations, engaging staff to learn, share and grow, which brought more compassion to our workplace. We created an intentional environment where employees could share perspectives and experiences and foster a culture of respect and learning from each other.

While resource groups and PoP Culture have been successful, the individual groups' efforts were sometimes disconnected from one another, leaving fewer opportunities for cross collaboration. As an example, PoP Culture met separately from the resource group leaders. To ensure a better sense of connection, align equity work with the Port's strategic plan and encourage cross collaboration, the Shared Prosperity Office will be implementing a new structure and plan (see The Future of Shared Prosperity).

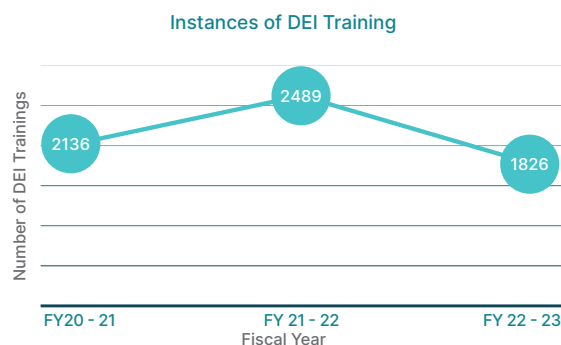
We believe a substantial part of shared prosperity internal to the Port is supported by our work to create a multifaceted culture of belonging. By creating opportunities for connection, education and skill-building that reflect and celebrate the diversity of our workforce via employee-led resource groups, we have made a difference.

Diversity, Equity and Inclusion Training

Diversity, equity and inclusion (DEI) training is a crucial component of an equity journey for a public agency with diverse staff roles and communities it serves.



We work to ensure the content of these trainings is culturally responsive and relevant. We also work through our eLearning and with in-person speakers and guests to offer training sessions that accommodate diverse learning styles and accessibility needs.



Based on employee feedback, we discovered the need to schedule training sessions at different times and locations to make them more accessible to all, including those on varied shifts and in different geographic locations. We believe leaders should set an example by actively engaging in and promoting DEI efforts and driving active participation from all staff, regardless of their role or background.



We recognize DEI training is not a one-time event, but an ongoing process. Many courses and trainings are routinely reviewed and revamped to offer continuous learning opportunities and refreshers.

We centered our core curriculum around bias identification, addressing microaggressions and bystander intervention. We engaged tools specific to supporting employees in advancing equity work in these and many other areas, but believe the core elements of workplace diversity are foundational. Understanding bias in ourselves and others, civility, respect, fair treatment and interruption of undesirable behaviors are steps to success.

An important part of our DEI training is listening to our employees. We seek feedback on each training, and through our employee engagement pulse surveys, we can better understand what we are doing right and where we may have missed the mark.

While some workgroups have high participation rates in training, many identified the struggle to balance engagement with their day-to-day work.

In answer to tremendous change over the last year, we reduced the burden of reporting outside training by workgroups. This resulted in a lower reported incidence of training but was received positively by the equity leads responsible for reporting and recording trainings beyond our eLearning.

Our annual Diversity Summit, which takes place for a full month in April, is an organized series of workshops and group activities that encourage employees to collaborate, problem-solve and practice inclusive behaviors. Both outside speakers and employees give presentations on topics, case studies and relevant real-life scenarios to illustrate DEI concepts. We believe this helps employees see the practical application of DEI principles to their daily tasks.

This year's summit continued to be a successful way for employees to engage in interactive experiences, hear diverse perspectives, and find connection through sharing time with other employees. Approximately 33% of employees participated in the summit, for a total of 910 trainings provided to employees. We see value in continuing this tradition and look forward to inviting more thought leaders and trainers

to share their wisdom, expertise, historical perspectives and important information with our team.

This is one of the ways the work continues.

Strategic Plan Implementation – Safe, Welcome and Inclusive Workplace

One of the five outcomes in the Port's strategic plan is to ensure employees feel safe, welcomed and included.

Recognizing that everyone who works at the Port has experience to inform the identification of performance measures for this outcome, we created a robust engagement process so that all employees can provide feedback on the question, "What makes you feel safe, welcome and included?"

More than 450 employees participated in this conversation, contributing hundreds of comments and perspectives. This resulted in selecting performance measures that reflect staff input and priorities. Based on this information, we updated our employee engagement pulse survey questions to better reflect employee sentiment and better capture manager and supervisor modeling and display of behaviors that support DEI in the workplace. We will also track turnover rate as a measure of retention.

Wellness

Health and wellness are core to our culture and often inform our decision-making. This is reflected in the benefits we offer, which include ergonomic assessments and stipends, movement and gratitude challenges, and methods to address employee stress and burnout.

Additions this year include new family benefits focused on providing back-up care for children as well as eldercare. We also added fertility benefits to both of our insurance plans and continue to look at life benefits that bring prosperity to all employees and their families.

Our award-winning employee wellness program is part of who we are and how we work at the Port. We strive to listen and adapt to employee health and safety needs to foster engagement, participation and enjoyment. Our wellness program is holistic, covering all pillars of health – social, physical, mental, financial, environmental and spiritual – through onsite, virtual and on-the-go opportunities.

As a result, we're consistently named as one of Oregon's Healthiest Employers and took home the top spot in 2019, 2020, 2021, 2022 and 2023 for businesses with 500-1,499 employees.

Our Peer Support resource group was developed to provide support to colleagues experiencing personal or professional difficulties that could adversely affect all aspects of well-being. Peer Support members receive special training in mental health first aid and emotional first aid, as well as continuing education in other areas of mental health.

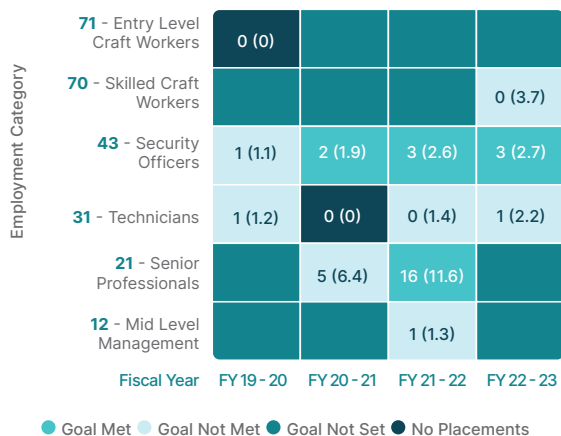
Many Port teams have incorporated strategies aimed at giving voice to inclusive and equitable actions that translate into a rewarding work environment, including around wages, wellness and compensation.

Affirmative Action

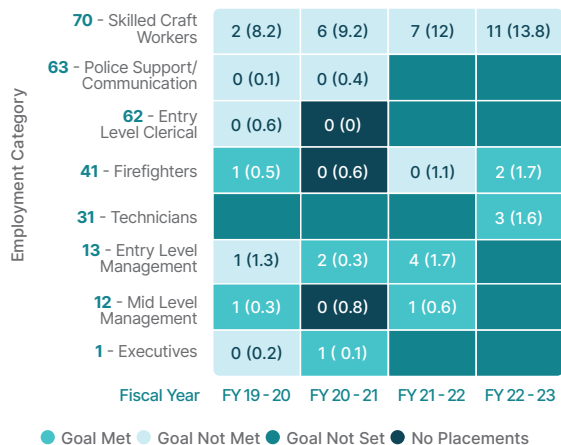
The purpose of affirmative action is to ensure equal employment opportunities for applicants and employees. It is based on the premise that, absent discrimination, over time an

organization's workforce generally will reflect the demographics of the qualified available workforce in the relevant job market.

Affirmative Action Goal Progress: Women



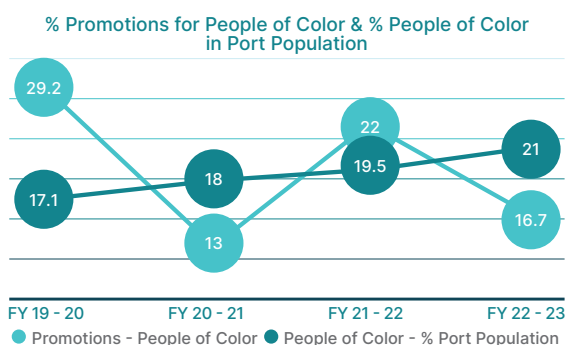
Affirmative Action Goal Progress: Minorities



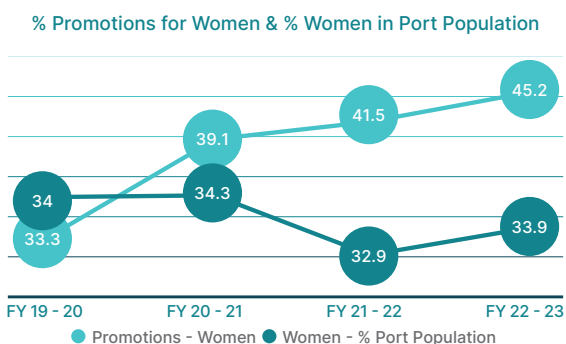
We look at the availability in the Portland Metro Service Area for all job categories and compare that data to our internal data. If a significant difference exists, goals are placed in specific job classes. Our results suggest we have more work to accomplish to meet our goal of parity with community. Strategies like investment in apprentice programs and workforce development partnerships will help us reach that goal. Our focus has been centered on women, people of color, employees with disabilities and veterans.

Promotions

Along with affirmative action data, we also track the promotion rate for women and people of color. Using the same methodology of comparison for promotions, we set our yearly goal based on the internal availability of Port employees in these two categories.



For both women and people of color, our goal is to have a promotion rate equal to the rate of which the group comprises the Port employee population. For example, if women make up 34% of the Port population, we set a target that 34% of all promotions that year are targeted to be women. We reached our target yearly for the promotion of women but have only reached our target twice in the last four years for people of color. We will continue to target specific strategies to support employees to be eligible for promotion and will work to create opportunities for advancement for all employees.



Goal 3: Increase Equitable Engagement

Objective:

Equitable engagement is integrated into our decision-making processes to help create quality jobs, increase small business participation, and inspire other community benefits. The following are highlights of our work over the past year.

Strategies and Actions

The strategies and actions of equitable engagement are infused in the work we do. Our approaches are meant to ensure all members of a community, regardless of background or circumstances, have a voice in decision-making processes that affect their lives. These strategies aim to promote fairness, inclusivity and respect for diverse perspectives. Equitable community engagement is a dynamic and ongoing process that requires commitment, humility and a willingness to learn from and with communities. These strategies can help ensure decisions and policies are better aligned with the diverse needs and aspirations of all community members.

Tribal Engagement

The Port has a long history of successfully working with area Tribes. The development and implementation of a land acknowledgement and the emerging role Tribes are playing in the region has highlighted the need to develop

ongoing relationships. Focusing on economic opportunities, environmental impacts, and celebrating and highlighting Indigenous culture and history, we're building relationships with the Confederated Tribes and Bands of the Yakama Indian Nation, Confederated Tribes of Grand Ronde, Confederated Tribes of Siletz Indians, Confederated Tribes of Umatilla Indians, Confederated Tribes of Warm Springs, Cowlitz Tribe.

Priorities:

- Establish ongoing and mutually beneficial relationships with area Tribes
- Work proactively and collaboratively with the urban Indian community on projects
- Demonstrate a successful pattern of investment and partnership through projects, policy work and government-to-government consultation

One of the trainings included information on customs, foods, protocols and tribal history for 20 employees prior to a visit with the Yakama Nation Forest Products Factory and Tribal Longhouse. Another training, "Tribal Governance, Sovereignty and Culture," had 100 participants who learned about what it means to be a sovereign nation and how it impacts our work.

We will provide future training topics including: Oregon Tribes – Understanding the Past, Working Toward the Future; Reservation Economics; and Government Consultation – What Does it Mean? We will also engage around Indigenous Peoples Month by highlighting employees, inviting guest speakers and sharing Native culture.



Cultural Representation



We seek out opportunities to make the history of the United States and Tribal Nations more visible to our visitors and staff.

Hangar Display Installation: Several years ago, the Port removed Hangar 701, constructed in 1941. Due to its historic nature, SHPO and the FAA required the Port to install an interpretive display at PDX recognizing the important

history of structure. During Tribal Consultation, the Confederated Tribes of the Grand Ronde suggested that the Interpretive Display also include references to the site pre-colonization. Port staff worked with Tribes in the region to include information on the culture and history of the people who have lived and gathered on this land since time immemorial. The panels were designed by Dudek Consulting and include printed images with text. The panels are located in the PDX South Tunnel. The PDX Art Program is working to develop opportunities for Native artists to gain access to and exposure at the airport by developing more inclusive RFP language and meeting with Native artists to support their participation. Native artists and drummers were included in PDX Next events and celebrations, including the opening of Concourse B which featured Ryan! Feddersen and Harold Paul, Four Directions Drum Group.





Corporate Communications Photo Goal

Our Corporate Communications team engaged in learning more about the impacts of our public facing work on communities. Through a series of focus groups and shared learning, we made impactful changes by producing more representative imagery in our materials, understanding the nuances of language, and engaging in more “transcreation” in lieu of translation. We now have contracts with three Minority, Women Owned and Emerging Small Businesses: INDÍGENA (Indigenous creative firm), Vee Chenting Qian (Illustrator), and Anthony Q. Roberts (writer) to better represent the communities we serve in our communications and community engagement efforts. These contracts supports our work to build cultural competency, helps our teams effectively navigate the complexities of perspectives, and involves understanding the nuances of different identities, being sensitive to cultural contexts, and fostering an environment where individuals from all backgrounds feel represented, valued and respected.

Trade and Equitable Economic Development

We are an early supporter of the Northwest Xcelerator (NWX), a climate technology accelerator program focused on addressing the challenges facing entrepreneurs of color. We helped NWX recruit its first cohort of entrepreneurs, enlisted the help of community partners, and leveraged our network to build a

robust ecosystem of people of color working in the climate technology sector.

NWX held a spring event introducing the accelerator program to the broader Portland community and brought entrepreneurs, students and corporate partners together to help build a network of like-minded organizations to increase strategic economic opportunities for underserved communities. Our Trade and Equitable Economic Development team also assisted NWX with its Department of Energy Inclusive Innovation application (second phase) which resulted in NWX being awarded \$500,000 to continue building out its network of partners in the Pacific Northwest.

PDX Art Program and Committee

We established a permanent art selection committee, which includes a diverse group of Port employees, ZGF architects, and experts from the cultural community in and around Portland, Oregon.

“We believe everyone’s voice and history should be celebrated. So, in partnership with the Regional Arts & Culture Council (RACC), we are intentionally creating opportunities for historically marginalized artists to apply, and we have developed a selection process that ensures equitable outcomes. We’re making a commitment to bring diverse voices and perspectives to life—all while enriching the experience of everyone who visits and travels through PDX.”

— Wendy Given, Art Program Manager

PDX Art Program goals are to:

- Represent artists of diverse races, genders, geographic origins, ethnicities, and ways of being, with the purpose of advancing fair and equitable inclusion
- Incorporate a variety of artistic mediums, materials and aesthetics
- Reflect the region's creative and cultural wealth
- Respond to the airport environment in consideration of designated architectural factors and features supporting the general character of the Port and PDX as described above
- Ensure art is made of durable materials and easily maintained

The total awarded in fiscal year 2022-2023 to art businesses owned by artists of color is \$1.851M * These totals include \$1.840M towards new permanent artworks that will be integrated within PDX's new main terminal, \$5K of new Permanent Artwork acquisitions from art businesses owned by local artists of color for Port HQ and \$6K in honorariums awarded to additional art businesses/artists for their participation in PDX's temporary rotating exhibition programming (2022-23).

PDX People

The mission of our PDX People program is to foster a culture that makes the passenger experience the number one priority and responsibility of all airport employees. The program is operated by airport employees, for airport employees, with a volunteer committee from a variety of PDX companies and industries. Committee members are compassionate leaders and champions who are incredibly dedicated to improving the customer experience at PDX.

Celebrating Culture

The PDX People program has the critically important role of setting the cultural tone for the airport community at PDX. Employees and travelers should feel seen and included with a reflection of the diversity of the people who make PDX great. This builds community, belonging and affinity for both the airport and the Port as a whole. The program maintains a calendar of events that celebrate and give voice to historically marginalized communities throughout the year.

The PDX People volunteer working committee identified ten culturally significant events to support as an airport community throughout the 2023 calendar year.



We're centering on:

- Lunar New Year (January)
- Black History Month (February)
- Women's History Month (March)
- Autism Acceptance Month (April)
- API Heritage Month (May)
- LGBTQ+ Pride Month (June)
- Hispanic Heritage Month (September)

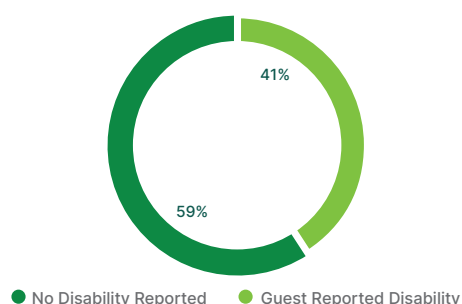
- Disability Employment Awareness Month and Breast Cancer Awareness Month (October)
- Native American Heritage Month (November)
- Winter Holidays (December)

PDX Access and Accessibility Advisory Committee



At the airport, ensuring that we support and provide a quality user experience for all our passengers and employees is a priority, especially those who are living with disabilities.

Participants with Self-Identified Disabilities Which Impact Travel



To successfully serve those who live with disabilities, we are honored to have generous participation of 10 individuals who provide a wide range of experiences and perspectives to the PDX Accessibility Advisory Committee. It is the work of this committee that has transformed the airport experience for so many users. The following is an example of their work:



Sky's the Limit: This event provides individuals and families with an opportunity to participate in mock exercises and familiarize themselves with parts of the airport and travel that cause anxiety. Activities include having families board an aircraft, meet airline staff and learn how to move through the airport. This event is a critical opportunity for passengers with different abilities to travel with greater confidence and security, and more than 730 individuals have participated in this event. To make this happen, we collaborate with our airline partners including United Airlines and Delta Airlines, as well as the Autism Society of Oregon (ASO) and trusted agents from the Transportation Security Agency (TSA).



Technology

- **GoodMaps:** Individuals who use this app while at PDX receive audible guidance to locate restrooms, food options, retail outlets, water fountains and charging stations throughout the ticket lobby, baggage

claim and Concourse E, which is served by Southwest Airlines and United Airlines.

- **Aira:** This is a live, human-to-human professional assistance service for people who are blind or have low vision. Using the powerful combination of a camera and Aira app on a smartphone, a professionally trained agent will assist by verbally describing what is in the camera's view or shared on screen. This includes everything from describing to reading, from explaining to navigating – just about anything, safely and securely. We reinstated our partnership in 2023 thanks largely to feedback from our PDX Access Committee. While there are dozens of apps and services that assist people who are blind or have low vision, these two tools were vetted by our PDX Access Committee members and demonstrated their value to the communities that will use them the most.

Lower Willamette Program

The Port is working with the U.S. Environmental Protection Agency (EPA), State of Oregon and other public and private partners to move cleanup forward in Portland Harbor. Immediately after the EPA issued its direction for the cleanup of Portland Harbor, we began to invest in the work to ensure the promotion of new investment and a healthy environment. Since then, we invested significantly in community engagement activities, including hosting an environmental field day, sponsoring events and leadership development, and supporting local community organizations to educate and inform neighbors about this work.

Fish Advisories: We supported the Multnomah County Fish Consumption Outreach and Education Program, a multi-cultural engagement effort to

address the ongoing public health challenge of exposure to high levels of polychlorinated biphenyls (PCBs) for individuals who eat contaminated fish and shellfish from the Lower Willamette River.

This program worked with Slavic and Eastern European, Chinese, Black/African American and Indigenous community members to develop materials and trainings delivered with video, in person and electronic formats. This information was distributed at public events, on the news and on video loops at Multnomah County clinics. Through this program, more than 100,000 individuals were provided access to key public health information.

Environmental Field Day: This event was designed to provide an inviting, fun and accessible opportunity for the community to learn about and engage with Willamette Cove In-water and Upland cleanup efforts. Key objectives were to build trust and understanding of the cleanup process, broaden the community of engaged neighbors, and ensure we had ways to connect community to future engagement efforts. More than 100 community members participated in this event.

Here's what we heard:

- 75% of respondents reported a better understanding of Willamette Cove cleanup planning
- 46% of respondents indicated that this was the first time they were learning about Willamette Cove
- More than 60% of respondents reported a better understanding of the work and excitement about the future of the site



Environmental Program

We supported the Columbia Slough Watershed Council's (CSWC) annual event with Blueprint Foundation and Tappin Roots on March 11, 2023. This event brings together environmental education, workforce training and the history of Vanport City. During the day-long event, youth helped improve wildlife habitat at the Port's Vanport Wetlands mitigation site by planting 1,400 native shrubs near the wetland and heard from a local historian about Vanport City, the Vanport Flood and the long-term impacts of housing policy and the flood to the community today. The Port is a longtime partner of CSWC.

An example of the intersectional amplification of our programming is illustrated in our Aviation team centering learning around media that sought to grow cultural competency and educate the team around how to better serve in a more sustainable and equitable way. "Mossville: When Great Trees Fall," is a film that looks at the impact of industrial development on minority communities. We created a safe and comfortable environment for employee discussion of the issues raised by the film, and acknowledge an increased awareness around the impacts of the type of business the Port

is in and the type of decisions we make – the context and the personal impacts. Making the connection with individuals around the necessary work we need to do is an identified educational outcome; it's important that each of our employees understands the work we do and how it matters.

Our shared prosperity lens also highlighted the importance of environmental justice in selecting one of our highest priority initiatives to eliminate diesel emissions from ground support equipment (GSE) at PDX. Diesel particulates comprise approximately 90% of health impacts from air toxics in our region, and GSE generates over 90% of all diesel emissions at PDX.

We recently received \$16M from a Federal Aviation Administration Airport Improvement Program grant for installation of charging infrastructure for electric GSE at PDX:

- Four gates operated by Alaska Airlines are planned for 2024
- We're refining the plan for use of the \$16M award and will continue to pursue funding opportunities for the remaining \$16M needed to install charging equipment at all gates by no later than 2026



Sponsorship Program

Supporting shared prosperity through our sponsorship program is one of the ways we build partnerships and invest in our local community-based organizations within the Community Engagement Program.

While it was necessary to reduce our sponsorship funding during the pandemic, we have returned to and increased our budget for this program.

Community-Based Organizations can apply to the sponsorship program through the Port of Portland website. The program accepts requests for sponsorships year-round. Applicants must demonstrate alignment with the organization mission and shared prosperity outcomes. In FY 2022-23 the program budget totaled \$110,000.

Outcomes:

- Sponsored 36 events/activities
- Individual sponsorships ranged from \$500 to \$10,000
- Average sponsorship: \$3,600
- 70% of sponsorships went to BIPOC and youth supporting organizations

In addition to requests made through the sponsorship program, Divisions across the organization contributed another \$180,000 to community-based organizations and business groups in strategic partnershipsthat support economic development, trade and partnership, advancing DEI and supporting workplace safety.

That’s a total investment of nearly \$300K into community-based organizations and partnerships.

Since 2018, the Port has invested a tremendous in sponsorships overall with a total of \$1,366,462.00. See below for the yearly breakdown and the annual average amount.

FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Annual Average
267,915	331,057	173,682	124,800	170,358	298,649	227,744

The Future of Shared Prosperity

With the creation of the Shared Prosperity Division, we are poised to take the next steps in our growth and development as an organization. Our work will continue to build upon the Port's efforts to advance equitable outcomes in alignment with our strategic plan and develop an enterprise-wide Shared Prosperity plan that reflects different priorities across the organization. This plan will incorporate the use of the Global Diversity Equity and Inclusion Benchmarks (GDEIB) to measure our annual progress and inform our internal efforts moving forward.

We are also forming a Shared Prosperity Council (SPC), which will be the vehicle for intentional collaboration among divisions, ensuring that their respective equity initiatives complement each other and contribute to the overarching shared prosperity objectives. The SPC will also promote the sharing of data and insights across departments to identify trends and disparities that require collective attention.

We believe this transformation in structure will ensure the shared prosperity plan is a long-term commitment integrated into the organization's culture and values. We will be prepared to adapt the plan as circumstances evolve, as shared prosperity is an ongoing process and strategies must be flexible to respond to changing needs and conditions.

The establishment of our Shared Prosperity Council ensures the plan remains inclusive, accountable and responsive to the diverse needs of the organization and community, while driving the organization toward a more equitable and prosperous future. We look forward to continued commitment, transformation and growth along the journey toward shared prosperity.





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