

Employees

We owe our success to the dedication of our employees, and we're committed to supporting, engaging and empowering them in a work environment where they can thrive and grow.



Our employees bring their best to work every day, and our imperative is to cultivate an ethical workplace that compensates workers fairly, fosters well-being, engenders trust, and promotes growth.

"I'm incredibly proud of the steadfast way our employees prioritize our customers every day, overcoming challenges to deliver essential services safely, reliably and with care."

— David Anderson, NW Natural president and CEO

Wilhelmina Proby, long-time March of Dimes volunteer, has chaired the March for Babies since 2019.

1,173
Number of employees

3.86%
Retirement rate

100%
of full-time employees eligible for health insurance, PTO and other benefits

3.17%
Voluntary turnover (nonretirement) rate

46
Average age of employees

11
Average years of employment

Employee Highlights

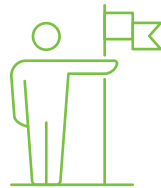


Earned a spot in the 2021 Top Workplaces from The Oregonian/Oregon Live in the large employers category



100%

of full-time employees eligible for medical, dental, paid time off and other benefits and employees that work more than 20 hours are also eligible for certain benefits



Growth and development opportunities include mentoring, leadership training and tuition support for undergraduate and graduate degree programs



EMPLOYEE-LED GROUPS

drive significant employee engagement around issues important to their co-workers, customers and our communities

91%

OF NW NATURAL EMPLOYEES DESCRIBE THEMSELVES AS ENGAGED







(2021 employee satisfaction survey)



Revised NW Natural policies in 2021 to implement a flexible hybrid work model that aims to accommodate employees' needs and working styles

Employee Benefits

NW Natural strives to offer competitive total compensation packages to attract employees and meet the needs of our workforce. We continuously look for ways to enhance employees' physical, psychological and financial well-being, and this is reflected in the programs we offer to meet the needs of employees and help them care for their families. These benefits are outlined below:³⁹

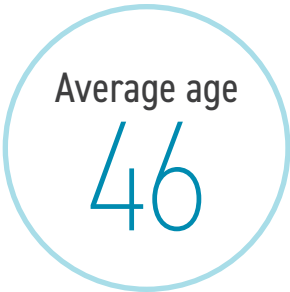
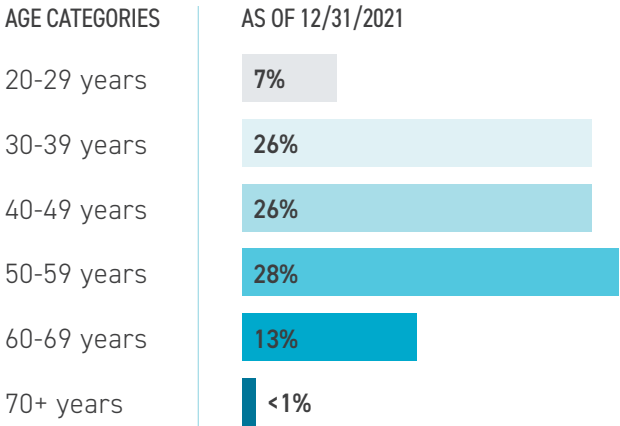
 Healthcare & Insurance	 Wellness	 Financial	 Work-Life Balance	 Culture & Community	 Employee Recognition & Discounts
Medical	Health screenings	401(k)	Paid time off (PTO)	Employee resource groups	Formal employee-recognition program
Dental	Flu shots	Enhanced 401(k) for employees not in pension plan	Paid holidays and floating holidays	Connecting employees with volunteer opportunities and providing recognition and financial support for volunteer work	Recognition of years of service (every five years)
Vision	Activity rewards program		Flexible and remote work arrangements, based on employees' needs and working styles		20% off natural gas service
Flexible Spending Accounts	Tobacco cessation	Financial education	Employee assistance program	Sustainability committee	Free public transit pass (company headquarters) and carpooling support programs
	Weight loss program	Employee Stock Purchase Plan			
Health Savings Account	Wellness Advisory Committee	Pension for employees hired before January 1, 2007 for nonunion and January 1, 2010 for union employees	Education assistance	Diversity, equity & inclusion committee	Discounts on natural gas appliances and equipment at the NW Natural Appliance Center
Life Insurance	Lactation & quiet rooms (company headquarters)		Paid parental leave	Employee charitable giving with company match	
Short-Term and Long-Term Disability	Free fitness centers (company headquarters & certain resource centers)		PTO Buy-back Program (union employees)	Paid bereavement leave	Casual attire dress code in the office
		Predictable scheduling for hourly employees		Learning opportunities, including lunch & learns	Discounts on culture and entertainment

³⁹ Our package options vary depending on date of hire and whether the employee is full-time, part-time or a union member.

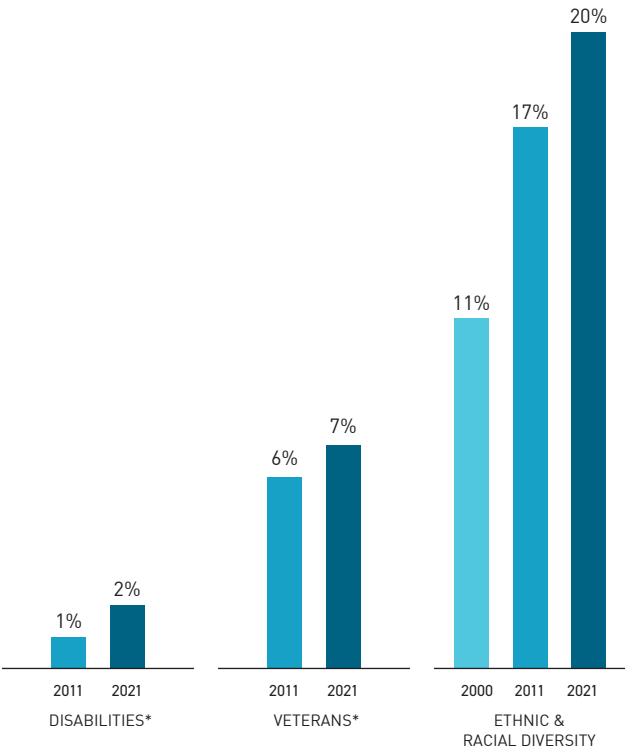
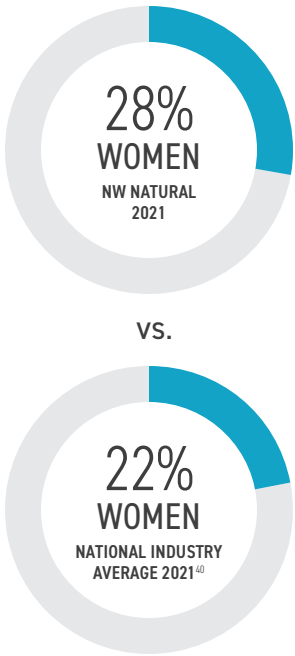
Workforce Demographics

We actively work to build a more diverse workforce that reflects the communities we serve. The company highly values every employee from every generation, background, and way of life. Their diverse skills, deep company knowledge and broad experience help us meet customers' needs. For more information see Diversity, Equity and Inclusion section.

A MULTIGENERATIONAL WORKFORCE



EMPLOYEE DEMOGRAPHICS



*Data is collected via voluntary employee disclosure beginning in 2015 and may be underreported.

⁴⁰ 2021 US Bureau of Labor Statistics – Annual Average for Women for Natural Gas Distribution Utilities

Pay equity

At NW Natural, we believe in economic equality, and we have multiple procedures to help us achieve pay equity across our workforce.

- We do a comprehensive pay analysis for each new hire.
- An external consultant annually reviews all our regular employees' pay data, including protected characteristics such as gender and race.
- We periodically review pay to provide adjustments when needed during an employee's tenure. These reviews include: internal and external equity reviews, promotions, reclassifications and reorganizations.
- We will continue to strive for equal pay for all our employees.

Over 90% of NW Natural employees described themselves as engaged, compared with just 34% of employees nationwide.



Employee Satisfaction

Every year we ask our employees how satisfied they are with their individual jobs, their work groups and the company overall. This feedback gives company leaders valuable guidance on ways to make NW Natural a more effective company and a better place to work.

More than 74% of employees completed the survey in 2021—in contrast to the average employee-survey response rate of 30-40% in U.S. companies. NW Natural donates up to \$1,250 to the Oregon Food Bank every year based on survey participation, and for more than a decade the company has contributed the maximum amount.

2021 EMPLOYEE SURVEY RESULTS

74%	Employees participated (surveys returned)
92%	Proud to work for NW Natural
91%	Engaged, committed, and enthusiastic about their work at NW Natural
87%	Feel like they belong at NW Natural

EMPLOYEES ALSO AGREED OR STRONGLY AGREED WITH THE FOLLOWING:

- In my work area, we operate with integrity and ethical conduct. (97%)
- We demonstrate safe work practices in our work area. (96%)
- We provide excellent service to our external customers. (96%)
- I understand the importance of my job to the success of NW Natural (96%)
- We engage with customers and the community in a way that respects and values diversity and inclusion. (95%)

NW Natural’s employee turnover rate, including retirements, was 9.5% in 2021, compared with 54% for trade, transportation and utilities nationwide

Named one of the top workplaces in 2021

Employees responses to a survey about workplace culture earned NW Natural a spot in the 2021 Top Workplaces awards. The Oregonian/Oregon Live announced 119 companies that earned recognition through its annual [Top Workplaces](#) awards for Oregon and Southwest Washington. NW Natural is one of 15 companies honored in the large employers category of organizations with 500 or more employees.

Employers were selected as Top Workplaces based on the results of an employee survey, which asked participants to rate their employers on aspects of workplace culture ranging from pay and benefits to company values, productivity and leadership. Employers that score high enough are recognized as Top Workplaces.

"I want to thank everyone who took time to complete the survey. The results reinforced that our employees feel a sense of belonging and opportunity at NW Natural, which we're working to nurture now more than ever. The award is something every employee can be proud of, and it's a designation that will help us attract candidates who value a strong workplace culture."

— Melinda Rogers, vice president and chief human resources and diversity officer



Encouraging time away for well-being

As the coronavirus continued to disrupt "normal" life in 2020 and 2021, many employees delayed taking vacation time. To ensure everyone gets away from work to rest, NW Natural encouraged employees to use their vacation time by year-end. Vacation is intended to support employee well-being and allow employees to gain perspective.

A work model that works for employees

NW Natural employees who made a swift transition to working from home during the pandemic have demonstrated tremendous resilience and self-motivation, remaining engaged and maintaining productivity without missing a beat. Last year, as we planned for the transition to a “new normal,” we asked them to give us their thoughts about what our workplace should look like going forward. In surveys and conversations, they said they preferred to continue working from home at least part of the week—and we listened. Based on their feedback, our officer team revised company policies in 2021 and implemented a flexible hybrid work model that doesn’t mandate any minimum days in the office on a company-wide basis. The revised policies aim to accommodate individual employees’ needs and working styles while meeting business and customer requirements.

Productive partnership with our union employees

More than half of NW Natural employees are represented by the Office and Professional Employees International Union Local 11. We work hard to maintain good relations through communication and collaboration with union employees and leaders. Working together, union leadership and NW Natural reached a mutually beneficial agreement that is in effect from December 2019 through May 2024. During calendar year 2021, NW Natural did not experience any work stoppages (strikes or lockouts) and had zero idle days for the year.

Growth and development

To help employees reach their full potential, NW Natural provides growth and development opportunities through programs designed to build skills and relationships. In 2021, the company offered many learning and development options including:

- **Mentoring program** – Creates opportunities for career growth by building relationships. Since the program began in 2006, more than 200 employees have participated. We developed a plan in 2021 to increase the program’s cultural relevance for racially and ethnically diverse employees.
- **Scholarships and Tuition** – Qualified employees are eligible for tuition support of up to \$5,250 per year for undergraduate and graduate degree programs. Employees have received nearly \$330,000 in assistance for higher education over the past six years.
- **Gas Class** – Our three-month internal class provides a big-picture understanding of the industry and how we operate, helps participants understand how they contribute to achieving our key goals, and identifies opportunities for career growth. The course returned in early 2021 in a flexible, remote format with no limit on class size.
- **Leadership and Employee Development** – Many employees attend internal and continuing education courses relevant to their areas of expertise, as well as ongoing management and leadership training through a variety of programs including: University of Idaho Energy Executive Course, Portland Business Alliance Leadership Portland program, AGA Executive Leadership Development Program, Willamette Utility Management Certificate Program, WEI Business Acumen for Emerging Leaders, Willamette Leadership for Attorneys in Business, Executive Development Institute (EDI) programs, Executive Forum Advanced Leadership program, AGA Next Level Leadership Women’s Program and Utility Finance for Non-Finance Professionals.
- **Access to comprehensive learning programs** – In 2021 employees were given full access to LinkedIn Learning’s massive collection of online skill-building courses taught by industry experts.

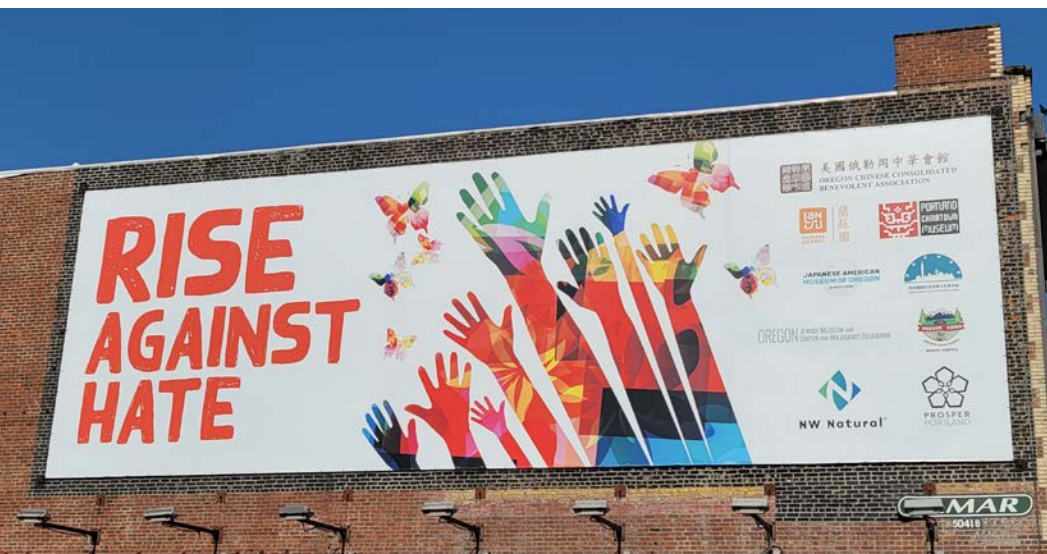
Workplace culture and community

NW Natural offers a multitude of ways for employees to pursue their interests and connect with their colleagues. In 2021, employees participated in a range of activities that strengthened and celebrated our work community.

EMPLOYEE RESOURCE GROUPS (ERGS) NW Natural’s Employee Resource Group program is an important initiative of NW Natural’s Diversity, Equity & Inclusion Council. ERGs recognize the diversity of NW Natural employees and contribute to a more equitable and inclusive workplace culture, creating opportunities for NW Natural employees to connect with each other around shared backgrounds, interests and experiences.

“Expressions in Black” – A new series sponsored by NW Natural and four other local sponsors featured Black Oregonians and their inspiring stories of excellence. The goal of “Expressions in Black” is to “reillustrate the image of the black citizen in Oregon,” said Rashad Floyd, the show’s director. See also the [Diversity, Equity & Inclusion](#) section for more detail.

Honoring the legacy of MLK – NW Natural invited employees to celebrate Martin Luther King, Jr. Day, honor Dr. King’s achievements, and reflect on how to continue the civil rights work to which he dedicated his life. MLK day was added as a paid-company holiday in 2021.



Billboard Rises Up – Since spring 2020, NW Natural has joined with Asian Americans and Pacific Islanders and their allies to call for an end to racism and violence toward Asians in the United States. The company provided in-kind support for a Rise Against Hate event in May 2021, and NW Natural's very own graphic designer Joyce Leong volunteered her time to design a logo and materials for Rise Against Hate Oregon.

Welcoming the New Year – Members of NW Natural's Asian American Network shared history, memories, and traditions related to the Chinese New Year, Tet, Losar, or Spring Festival. The focus of the holiday is always the same. It's about family, past, present and future.

Celebrating Black History Month - The month-long Black History Month celebration is the first company-wide event sponsored by NW Natural's African American Employee Resource Group, one the ERGs established to recognize the diversity of NW Natural employees and contribute to a more equitable and inclusive workplace culture. Each week during the month, the group featured a different theme—art and science, sports, history and civil rights, and politics—with a notable African American profiled on the intranet daily.

Women's History Month – NW Natural's Women's Network held a month-long celebration of the economic, cultural and political achievements of women, with a special focus on International Women's Day. Events included a photo contest with the theme "Choose to Challenge," a lunch and learn titled "From Challenge Comes Change," a campaign to donate to Dress for Success, and a daily feature from the Women's History Museum.

Honoring Asian American heritage – To celebrate Asian Pacific American Heritage Month in May, NW Natural's Asian America Network curated a lineup of virtual events, documentaries and articles that showcase the diversity, struggles and achievements of Asian Americans.

Picturing Pride – June 2021 was Pride Month and NW Natural's Rainbow Alliance celebrated the LGBTQIA+ community and encouraged employees to learn about the history of the gay rights movement. To celebrate, NW Natural's Rainbow Alliance hosted a drag queen bingo party, a "Beyond Stonewall" lunch and learn event, and a photo contest.

Paying Tribute on Memorial Day – To mark the Memorial Day holiday, NW Natural's Veterans Employee Resource Group invited members to share personal stories of friends and family members who lost their lives in military service.

Honoring Juneteenth - To honor the holiday, NW Natural's African American Employee Resource Group (AAERG) invited co-workers to learn more about the history of enslaved Africans through the New York Times 1619 Project and other resources.

"For many Americans, 2020 brought a new awareness since we witnessed social justice movements first hand. As a result, the AAERG felt that this year it was important to encourage education and celebration—and Juneteenth is an excellent opportunity to do that," said Willa Proby, who is AAERG co-chair and works in the Emergency Contact Center.

Earth Month

The employee-led Sustainability and Equity Engagement Committee (SEEC) organized a month-long series of virtual events, activities and online resources featuring a different theme each week.



Not to be used for investment purposes—see NW Natural and NW Natural Holdings most recent Form 10-Ks as updated by the most recent quarterly and periodic reports for information relevant to investment decisions.

Indigenous People's Day – The holiday was the focus of the October "Be the Change Challenge" through NW Natural's Virgin Pulse program with employees watching a video, reading articles, listening to a podcast, and/or supporting a nonprofit related to Indigenous People.

Focus on LGBTQ History – During October, NW Natural's Rainbow Alliance celebrated LGBTQ+ History Month, reflecting on the accomplishments of lesbian, gay, bisexual, transgender and queer people—and those with other noncisgender and non-straight identities, represented by the "plus" sign. To shine a light on the accomplishments and diversity of the LGBTQ+ community, the Rainbow Alliance featured a series of profiles during the month.

Veterans Day Honored – To pay tribute, NW Natural's Veterans Employee Resource Group (VERG) invited members to reflect on and share the importance of the holiday. Then on Nov. 18, the group hosted a lunch and learn event with author and Air Force veteran Angel Pilato. In addition, the Virgin Pulse "Be the Change Challenge," sponsored by the Diversity, Equity and Inclusion Council, features content focused on veterans. NW Natural also added Veterans Day as a paid-company holiday in 2021.



PERSONAL RESILIENCE WEEK – To help employees better navigate the challenges of 2021, NW Natural's Organizational Effectiveness team hosted Personal Resilience Week. During the week, the team shared videos each day with simple skills and strategies employees could put into action right away. "These are challenging times, and we don't want employees to feel like they're alone," Ashley Huff NW Natural's Organizational Effectiveness consultant said. "We created the videos to share ways to deal with difficult emotions, which can compound if we don't manage them. We want to send the message that we're here to help you take good care of yourself."

STEP CHALLENGES – In 2021 NW Natural employees logged millions of steps during multiple step challenges as part of the company's voluntary wellness and healthy-habits program. Teams competed to rack up the most average daily steps and earn rewards points on the Virgin Pulse health and well-being platform. NW Natural teams joined with employees from 109 organizations around the world in the "Connecting for Good" challenge, in which Virgin Pulse donated \$10 to COVID relief for every million steps logged. Participants logged nearly 6 trillion steps globally, and NW Natural steppers contributed 23,478,496 steps.



Hispanic Heritage Month Celebration – Honoring the contributions and achievements of Hispanic and Latinx Americans, the four-week event helped NW Natural's Latinx employee resource group showcase the rich diversity of Latin culture through a video titled "Yo Soy," which featured NW Natural employees sharing a bit about their Hispanic and Latinx roots, inviting NW Natural employees to a local cultural celebration El Grito Portland 2021, and compiling a cookbook from Somos Unidos employee resource group members.

ECOCHALLENGE – NW Natural was a title sponsor of the 2021 [People's Ecochallenge](#) event. Presented by NW Natural's Sustainability and Equity Engagement Committee and Diversity, Equity and Inclusion Council, the three-week event provided meaningful ways for employees to engage on environmental and social justice issues. The event included 37 participants from both the headquarters and field locations. Participants could create their own action cards to highlight actions specific to NW Natural operations. In 2021, NW Natural placed extra emphasis on environmental justice action track provided by Ecochallenge.

HOLIDAY GIFT DRIVE – NW Natural employees team up every year on a holiday gift drive in partnership with local nonprofits. In 2021 NW Natural's Community Affairs and the Women's Network supported SnowCap Community Charities, which provides food, clothing, advocacy and other services to those in need. Employees could shop virtually or shop in person and deliver items to SnowCap.

BIKE CHALLENGE – The first-ever NW Natural Bike Challenge, sponsored by the Sustainability and Equity Engagement Committee, encouraged employees to reduce their carbon footprint, connect with others and get some exercise. Participants logged a total of more than 1,500 miles.

IT'S BEEN A YEAR – Employees from around the company reflected back on adapting to another year of COVID-19 and shared their hopes for returning to a more normal work life.

"It was a year where we honed our abilities to work from home, continued to achieve the highest standards and stayed connected with our work groups and as a company. I appreciated getting to know my coworkers in a new way through video meetings—learning who has pets, kids, and significant others at home—which allowed us to open up to one another on a deeper level. We embraced diversity in each other and saw how we're all giving our best to make NW Natural a great place to work."

— Marsha Taylor, capital accounting lead

"I'm most proud that during this highly stressful time NW Natural employees responded, not by worrying about their own needs, but by consistently reaching out and caring for each other."

— Melinda Rogers, vice president and chief human resources and diversity officer



SUPPORTING EMPLOYEES DURING COVID-19 – Throughout the pandemic, NW Natural supported employees with special paid time off for COVID-19 illness, and expanded our leave share program (allowing employees to give each other their excess paid time off), payroll advancement policy, paid time off advancements, and new hire health insurance enrollments for nonunion employees. We also expanded our employee assistance program and held lunch and learn webinars related to mental health.

In the spring of 2021, to celebrate great progress on the path to overcoming COVID-19, NW Natural sponsored a confidential vaccine form where employees could report if they'd receive the vaccine and a Got My Shot photo contest with participants entered into a drawing for gift cards to local restaurants. Employees also shared their experiences scheduling or getting the vaccine. NW Natural also joined forces with another local utility to host a special vaccine clinic for utility employees in the Portland area. NW Natural offered paid time off to get a vaccine or to recover if there was a reaction to the vaccine.



FOR MORE INFORMATION SEE ALSO:
[Careers at NW Natural](#)