



Position Statement Transitioning Out of Coal Responsibly

Achieving 100% carbon-free energy by 2050 requires the transition of our fossil generation fleet to cleaner energy sources. Early coal plant closures impact our employees and local economies in terms of jobs and tax base, and as every community is unique, each transition requires special attention and consideration. We are committed to doing the right thing for our people and the communities we serve, consistently striving to mitigate those impacts via these guiding principles and our four corporate values — Committed, Connected, Safe and Trustworthy.

Be proactive, transparent and consistent. We talk with employees, bargaining unit management and communities about our plans and potential impacts prior to public announcements or regulatory filings. Executive management regularly travels to each impacted plant to talk with employees in person about transition status.

Provide a long runway. We communicate early plant closures as far in advance as possible. This enables time for employees to complete retraining or degree programs in preparation for new roles. It also allows time for us and our communities to find ways to mitigate tax base impacts by attracting new business that creates jobs and capital investment.

Prevent layoffs and retain talent. While we cannot guarantee jobs, we commit to provide opportunities and do everything we can to avoid severing employees. We take an enterprise view of current and future workforce needs, leverage natural attrition and implement deliberate steps to retain talent by helping employees explore, prepare for and assume new roles.

Support our employees. We give impacted employees time to explore potential roles and work locations and support their career aspirations through development discussions. To assist them in pursuing new roles, we provide job shadowing and training opportunities, as well as tuition programs. We also work closely with bargaining unit management to help employees transition roles with minimal impacts to pay or seniority, particularly when they are changing union locals or job classifications.

Sustain and empower our communities. Building on long-standing stakeholder relationships, we partner with community leaders, state and local government officials, economic development groups and local businesses to help maintain a healthy tax base and foster continued economic growth in each host community. These efforts include building cleaner replacement generation on existing sites, attracting new business through collaborative economic development efforts, and proactively pursuing business expansion opportunities.

To learn more about our transition efforts and corresponding results, please see our Corporate Responsibility Report.