



## Diversity, Equity and Inclusion

We aim to create an inclusive and equitable work culture where diversity is valued and celebrated, while taking the same approach to conducting business and serving communities.

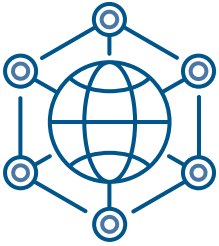
Because social sustainability is central to our business strategy, we are building a workforce that reflects the diversity within our communities. Our most successful ideas and outcomes result from collaboration between people with different experiences and perspectives. By viewing opportunities and challenges through multiple lenses, we are better able to leverage our strengths and achieve our strategic priorities.

Change happens when people connect in new ways. Our CEO and senior executives lead by example, fostering an open and accepting work environment. We have launched new avenues for development, recruitment, hiring and advancement to reach a broader candidate pool. Twelve business resource groups bring employees together to support their interests and share their perspectives. We are broadening our supplier base and making DEI a key component of our support for community organizations.

We strive for DEI to be an integral part of who we are, how we operate and all the ways we're working to create a sustainable future.

## Governance

Xcel Energy's Board of Directors, as well as the board's Governance, Compensation and Nominating Committee, annually review and provide oversight of the company's workforce strategy, including DEI initiatives. Within the company, the CEO and other senior executive leaders set a strong example. The chief human resources officer reports to the CEO and has overall responsibility for these initiatives, which are implemented and managed by the director of DEI and Corporate Giving.



LEARN MORE

[2021 EEO-1 Report](#)  
(2022 available later in 2023)

[Human Capital Management Brief](#)

[Corporate Compliance and Business Conduct Brief](#)

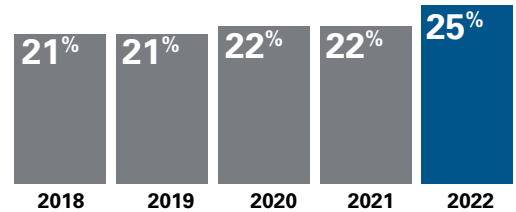
[Human Rights Position Statement](#)

[Supply Chain Management Brief](#)

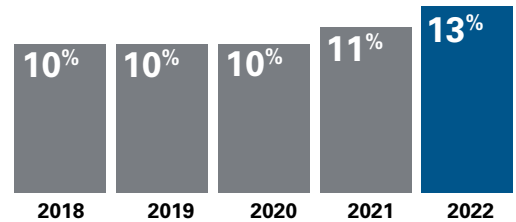
[Supplier Diversity Program](#)

[Community Giving and Volunteerism Brief](#)

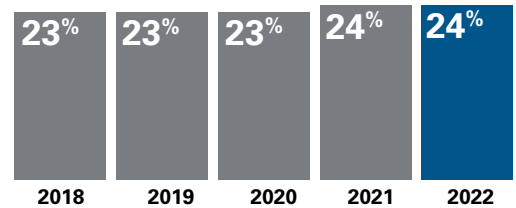
### Percentage Female Management



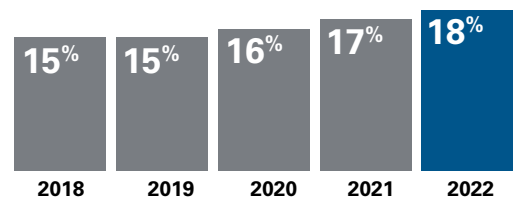
### Percentage Racially or Ethnically Diverse Management



### Percentage Female Employees



### Percentage Racially or Ethnically Diverse Employees



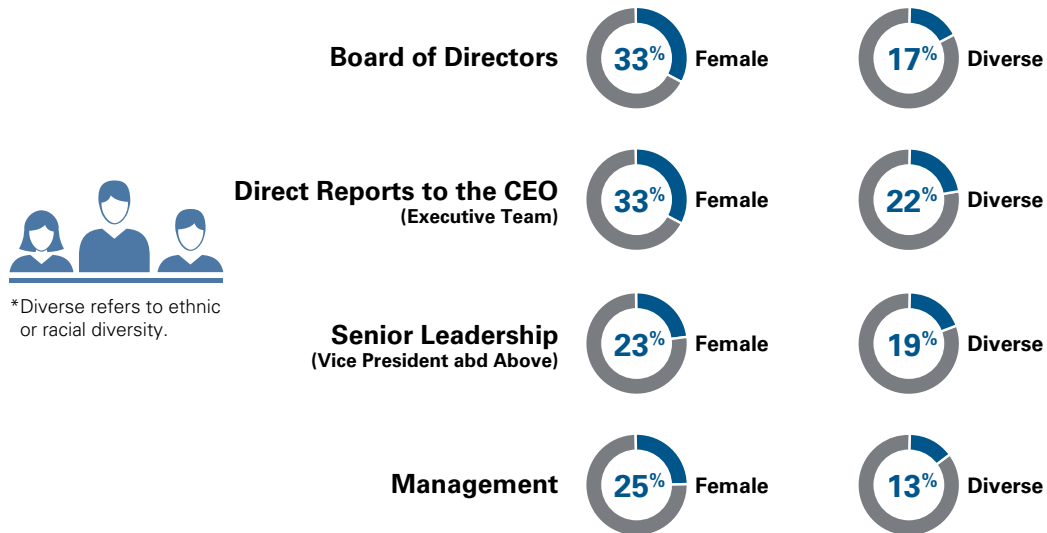
### Diversity, Equity and Inclusion Honors

- Recognized as a Best Place to Work for LGBTQ+ Equality in 2022, receiving a perfect score for six years on the Human Rights Campaign's Corporate Equality Index.
- Earned a 90 of 100 on Disability:IN's Equality Index for the third year in 2022.
- Included among America's Greatest Workplaces for Diversity, according to Newsweek in 2023.

## Leading by Example, Setting Expectations

Xcel Energy has steadily increased the diversity of its board and senior leadership, demonstrating commitment at the very top of the organization. Leaders also set a strong example by visible efforts to build an inclusive workforce and culture. Over the past three years, the female representation among senior leaders (vice presidents and above) increased nearly 1% and racially or ethnically diversity increased 11%, with an 8% increase in 2022 alone.

### 2022 Xcel Energy Board of Directors and Leadership Representation



### Corporate Scorecard Metric

We began including an incentive-based DEI metric to the annual corporate scorecard in 2021, directly tying a portion of incentive pay to DEI progress. The metric helps align and focus our efforts, ensure accountability and reward success in building a more diverse and inclusive workplace.

In 2022, we reached our targets for the metric:

- **Diverse Interview Panels:** Panels of employees who vary from each other in some way, including race, color, ability, national origin, gender, age or veteran status. Panelists contribute their perspectives on how a candidate can add value for the company, and candidates experience our commitment to inclusion. In 2022, 99% of employment offers were extended to candidates interviewed by diverse panels.
- **Employee Feedback:** Six questions about workplace culture from our regular employee engagement surveys make up our Inclusion Index. They cover perceptions of work culture and how well the company encourages authenticity, belonging, empowerment, recognition and speaking up. In 2022, the index score remained consistent, with the most favorable ratings coming from women and ethnically or racially diverse employees.
- **Executive Sponsorships:** To gain different perspectives and develop top talent, senior leaders are matched with employees from backgrounds other than their own. Through the year, sponsored employees have opportunities for professional exposure, growth and development. At the same time, executives gain different perspectives and broaden their worldviews. As of 2022, 71 employees participated with company leaders in sponsorship opportunities, with 55% of participants earning promotions or assuming new roles at Xcel Energy.

## **Equal Employment, Anti-Discrimination and Pay Equity**

Xcel Energy respects the right of all people to be treated ethically, with dignity and without discrimination. We strive every day to demonstrate our commitment to those rights.

### **Equal Employment Opportunity Policy**

We recognize that our continued success depends on the unified strengths of our employees. Xcel Energy's policy is to provide equal opportunity in hiring, promotion and other terms and conditions of employment, without regard to race, color, religion, creed, national origin, sex, age, disability, veteran status, sexual orientation, gender identity, genetic information or any other protected class status in accordance with applicable federal, state and local laws. We seek to attract qualified job applicants and candidates who reflect the diversity of the qualified labor market. We base our selection of successful candidates upon merit, qualifications and other job-related criteria.

### **Anti-Discrimination, Human Rights, Pay Equity and the International Labour Organization Conventions**

Xcel Energy stands steadfast against racism, intolerance, discrimination and harassment, as stated in our Human Rights Position Statement, which affirms our long-standing commitment to the advancement and protection of human rights throughout our operations, consistent with the principles set forth in the International Labour Organization Conventions and all U.S. human rights laws.

Our Code of Conduct applies to every employee and promotes inclusion, diversity and respect. It also prohibits harassment or discrimination and retaliation against an employee who reports a violation or suspected violation of the law, Code of Conduct or any other policy, participates in an investigation, or exercises any other lawful right.

Xcel Energy is committed to providing equal and fair compensation for all employees, regardless of race, ethnicity and gender.

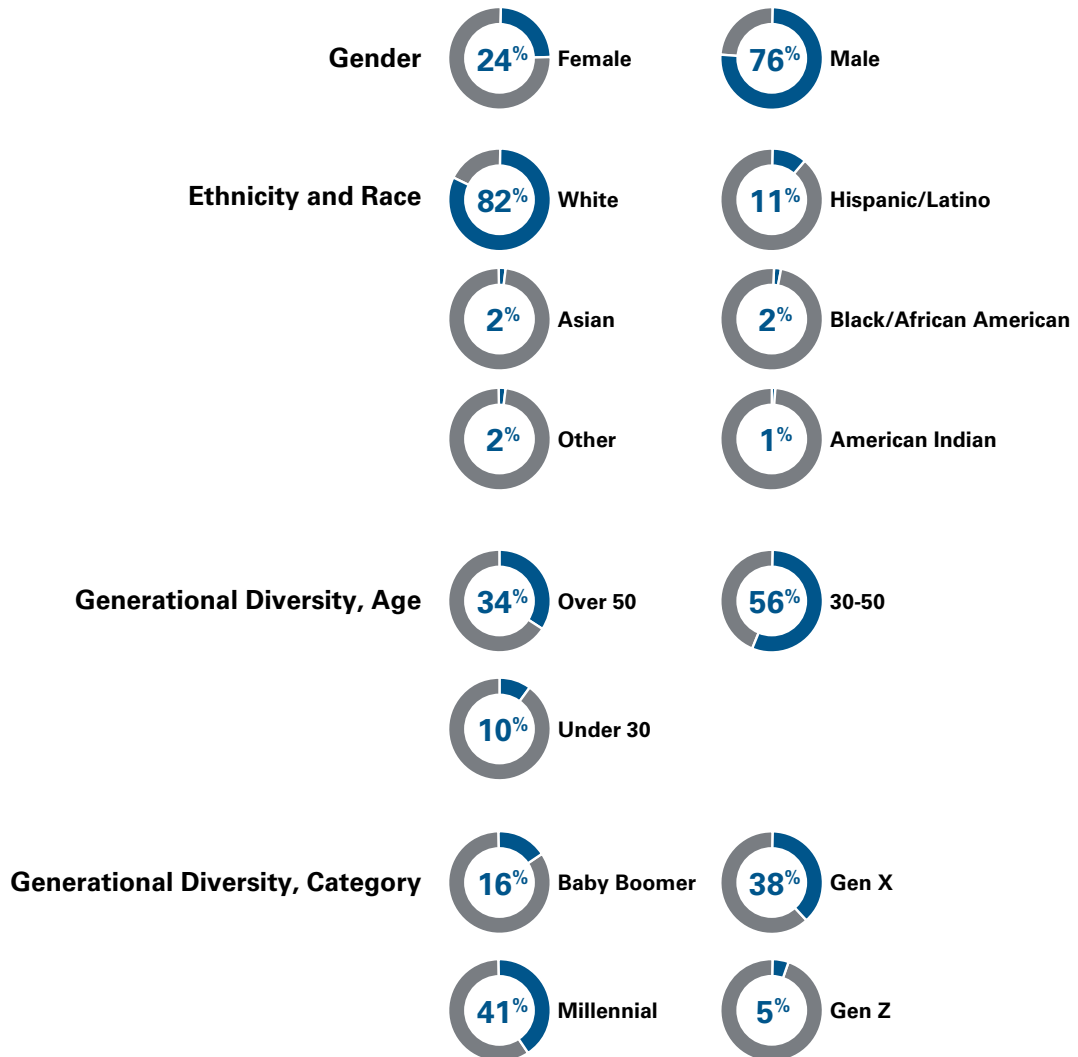


# Building a Workforce That Reflects Our Communities

At Xcel Energy, we have many initiatives in place to help us attract and hire employees who reflect the makeup of our communities.

## 2022 Xcel Energy Workforce Representation

### All Employees

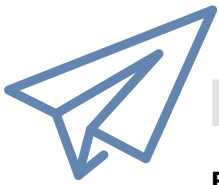


## Community Outreach, Partnership and Training Programs

We seek out targeted job fairs and employment events in our communities, partnering with state workforce centers and organizations, such as Diversity Minnesota and the online job network Circa. We also engage with colleges and universities and student groups, including the National Society of Black Engineers, Society of Women Engineers, Society of Hispanic Professional Engineers and Society of Asian Scientists and Engineers.

Through these partnerships, we continuously improve our candidate pool, reduce the need for candidate relocation and support local economies.

In addition, we support training for skilled jobs in the energy industry through the Center for Energy Workforce Development. We worked with CEWD to implement the Legacy I-3 training program, which prepares diverse high school students and young adults for skilled power line worker positions in and around the Twin Cities.



## NOTEWORTHY

### Energy Careers Academy

To create a pipeline of trained candidates ready to fill job openings, Xcel Energy helped launch the Energy Careers Academy in fall 2022, along with the Minnesota State Community and Technical College and Minnesota State Energy Center of Excellence. The academy seeks to open doors to historically underserved populations and prepare them for a career field that offers stable, well-paying jobs.

The program provides training in electrical linework and natural gas utility construction and service. Students receive hands-on instruction at Xcel Energy's training facilities and gain exposure to company employees and leaders, including hiring managers.

Energy-related educational programs are typically offered at technical schools in rural locations, but the academy aims to enroll students in the Twin Cities area, helping remove a potential barrier for urban students. M State is responsible for curriculum, accreditation and instruction while the Minnesota State Energy Center of Excellence provides general program support and oversight. The three partners plan to increase program options including higher-credit diploma programs.

---

### Internship Programs

We employ undergraduate and graduate college students and law clerks as interns to help build a robust, diverse talent pipeline. We place high school students in positions across our business areas through partnerships with school districts and community organizations such as Genesys Works, Cristo Rey and Girls Inc.

### Military and Veteran Outreach

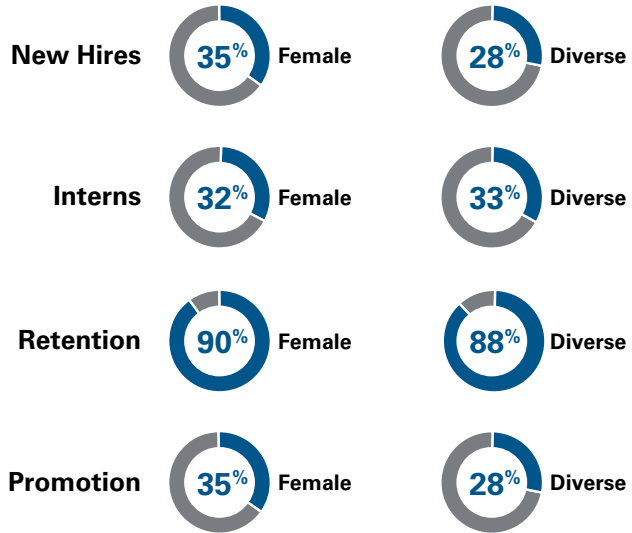
We continue to build partnerships and support activities that maintain our visibility as a preferred employer for veterans and those currently serving in the National Guard or Reserves. Veterans made up 9% of our new hires in 2022. Xcel Energy attended more than 45 job fairs and events for veterans and participated in the Department of Defense SkillBridge program and the Hiring our Heroes Corporate Fellowship Program. Approximately 10% of current employees are veterans. Many are actively involved in our VETS business resource group, volunteer to help with recruitment, and mentor current veteran employees.

In 2023, Xcel Energy was again named a 5-Star Employer through the VETS Indexes Employer Awards that recognizes organizations that do the most to hire, retain, promote and support veterans. In 2022, we were recognized as a Military Times' Best for Vets employer for the eighth consecutive year, a Military Friendly Employer, a Disabled American Veterans (DAV) Patriot Employer, and we received the HIRE Vets Medallion Award for our exceptional commitment to hiring veterans.

## 2022 Xcel Energy Workforce Hiring, Retention and Promotion



\*Diverse refers to ethnic or racial diversity.



## Fostering an Inclusive Workplace

Our commitment to inclusion influences the service we provide customers, the experiences of our employees, and our work with communities, including suppliers and other partners. We foster a culture that welcomes diversity of thought, background, experiences, ethnicity and race. This helps us better assess business risks and opportunities from different viewpoints and elevates and nurtures the best ideas. Recognizing and celebrating our differences and championing an inclusive culture strengthens our organization and society in general.



## Business Resource Groups

Xcel Energy's business resource groups are among the company's strongest examples of how our team members support one another. Many employees dedicate time outside of work hours to create a safe environment, through BRGs, where they can exchange ideas, pursue common interests, seek equitable solutions to personal and professional challenges, and help communities succeed.

In 2022, the company hosted a summit where representatives from every BRG came together in person to collaborate and plan 2023 activities. Each senior executive leader pledged to sponsor a BRG, committing to help BRGs translate their goals into business results.

The company currently has 13 Business Resource Groups, adding ABLE in 2022 and YPN in 2023.

- **AAPI (Asian American and Pacific Islander Alliance):** Encourages employees to bring their full identities to the workplace by educating the workforce regarding AAPI cultures and professional experiences, facilitating professional development and career growth, and creating a sense of unity between AAPI employees, allies and the community.
- **ABLE (Accessibility, Be an Ally, Lead, and Empower):** Promotes accessibility and allyship, drives disability inclusion by leading at all organizational levels, and strives to empower self and others.
- **BLAX (Black Employees at Xcel Energy):** Promotes career development, continued education, training and cultural awareness, and addresses the issues and concerns of people of color.
- **ECN (Employee Connection Network):** Connects new and existing employees and broadens employee understanding of Xcel Energy through networking and community service opportunities.
- **GROW (Growth and Retention of Women):** Identifies and implements innovative ideas and strategies for recruiting, developing, promoting and retaining women in non-traditional roles within the Energy Supply business area. Works with schools to increase girls' and women's awareness of such opportunities.
- **NAYGN (North American Young Generation in Nuclear):** Provides opportunities to develop leadership and professional skills, create lifelong connections, engage and inform the public, and inspire today's nuclear technology professionals to meet the challenges of the 21st century.
- **Pride Alliance:** Advocates for the company's leadership in diversity and inclusion by addressing issues related to sexual orientation and gender identity.
- **Tribal Wind:** Supports Native American employees through professional development resources, mentoring and networking. Strives to increase cultural understanding and awareness.
- **VETS (Veterans and Employees Together in Service):** Sustains awareness on issues of interest to veterans and active military employees in our workforce and promotes programs and policies that support the welfare of veterans and their families.
- **WIN (Women's Interest Network):** Strives to improve the lives of women and make Xcel Energy the workplace of choice for women. WIN programming focuses on professional development and work-life balance issues.
- **Xcelente:** Shares the Latino culture through awareness, inclusion and celebration; promotes the company's image throughout the community; provides networking and mentoring opportunities.
- **XE WiN (Women in Nuclear):** Explores and develops programs that help all employees working within our nuclear organization to expand their leadership skills, network and create positive visibility for the nuclear industry within the communities we serve.
- **YPN (Young Professionals Network):** Provides a community where individuals at the start of their career can discuss career aspirations and challenges, share knowledge and ideas, and build meaningful relationships with co-workers with whom they may not normally interact.

## Training, Resources and Celebrations

Leaders and employees are encouraged to increase their knowledge and awareness around diversity, equity and inclusion. Our company offers the following resources to support this:

- **Unconscious Bias and Microinequities Training:** All new hires receive training on how to avoid bias, and ongoing training is incorporated into all our talent processes, including hiring, performance management, investment decisions and succession planning.
- **Leader Inclusion and Diversity Conversation Starter Guide:** We encourage employees to tackle tough issues and discuss timely events related to inclusion and diversity. The guide aids leaders in creating a safe environment and initiating those conversations.



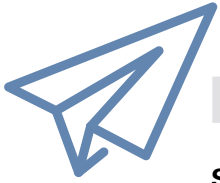
- **Online Resources:** Our online DEI resource hub was created by employees to help increase awareness and provide help on different topics. Leaders also are provided with unique online resources designed to help them lead inclusively.
- **Holidays and Celebrating Diversity:** With support from the BRGs, Xcel Energy recognizes many designated days and months with events, employee communication and volunteer activities. We share tips and resources to help employees celebrate holidays with inclusivity and mindfulness. In 2023, Xcel Energy added Martin Luther King Day as a paid holiday for all non-bargaining employees.

## Business Area DEI Initiatives

Different business areas are assessing their organization’s DEI progress and identifying opportunities to drive change and support the company’s commitment.

- **Career Launch Program:** Early career employees are hired and developed through two-year rotations in four business areas. Two groups of 12 employees were hired in 2021 and 2022, with the class of 2021 graduating in early 2023 and starting their longer-term roles.
- **Technology Services Allyship in Action Sessions:** The organization offers opportunities for everyone to be seen, heard and included in our workplace. Its 2022 Allyship in Action sessions explored what it means to be an ally. They kicked off 2023 with a virtual event: Sexual Orientation, Gender Identity and Expression and Inclusion from A to Ze.
- **Energy Supply:** Working through the GROW BRG, the organization developed a leadership training program in which female leaders provide monthly training, development and information sessions with other women in the organization.
- **General Counsel:** We were one of the first corporate legal departments to join the Diversity Dividends Collective—a pilot program to improve DEI in the legal profession by collecting data on the outside law firms we employ and holding them accountable to show year-over-year improvement.
- **Customer Solutions and Innovation:** In early 2023, the organization started a mentorship program, where members of their VP’s leadership team are matched with an applicant to promote career development and professional growth.





## NOTEWORTHY

### **Supplier Diversity: Encouraging Diversity Within Diversity**

Under our Supplier Diversity program, Xcel Energy aims to support local economies and broaden our supplier base by giving diverse businesses an opportunity to compete.

We're taking a multi-pronged approach to increasing our diverse supplier base that includes:

- Using our network of prime contractors to help us connect with potential vendors.
- Creating a development and mentorship program to increase the pool of potential suppliers in under-represented categories.
- Improving our systems to make it easier for diverse businesses to partner with us, and for us to track our progress and challenges.

We're steadfast in our commitment to diversity — striving not only to do business with local and diverse suppliers, but to ensure there is diversity within the diverse supplier base. This extends beyond business ownership to a 360-degree view of each company's commitment — through its workforce, supplier network and connections within the community. For more information, see the Supply Chain Management brief.

---

## Community Leadership

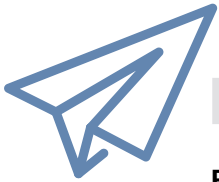
Supporting equity and inclusion is one of the most important things we can do to support the communities where we live, work and do business.

### **Commitment to DEI through Community Giving**

In 2022, when we formalized the Xcel Energy Foundation's revised giving framework, Energizing Our Future, we also increased our commitment to support DEI in our communities. It's now a key component within each of the foundation's three focus areas:

- **STEM Career Pathways:** Investing in programs and organizations that support women and girls and people of color.
- **Environmental Sustainability:** Improving natural habitats of historically income-qualified neighborhoods or focusing on environmental justice.
- **Community Vitality:** Providing free arts and culture offerings to historically marginalized groups or supporting the entrepreneurial efforts of ethnically and racially diverse or underserved business owners and leaders.

More than 40% of our foundation grant funding in 2022 supported nonprofit organizations with a mission explicitly dedicated to advancing DEI — more than 160 organizations and nearly \$1.9 million in funding.



## NOTEWORTHY

### **Pro Bono Program**

As they focus on fulfilling their missions, nonprofit organizations may not have the staff or resources to improve their business operations or advance new initiatives. Xcel Energy employees' personal knowledge and expertise can be a powerful force for change to help nonprofit organizations achieve their goals and make a deeper impact. That's the premise of Xcel Energy's Pro Bono Skills-Based Volunteer Program.

This growing program offers our employees the opportunity to chip in and share their talents, grow as leaders and build relationships with their colleagues. In 2022, 18 employees contributed consulting services in marketing, technology, legal, finance and human resources — volunteering more than 590 hours at three nonprofits, delivering a value of nearly \$116,000 through the program.

The volunteer effort began in 2020 after the murder of George Floyd in Minneapolis. It was a way for employees to contribute their skills through pro bono consulting services to nonprofits serving underrepresented groups in the Twin Cities. Most of the work is virtual, involving three to six hours a week. Because of its success, the program was expanded in 2023 to Colorado, North Dakota, South Dakota, Texas and Wisconsin.

---

### **Community Partnerships**

Through community giving, volunteerism and other engagement, our company is forging new partnerships that support equity and inclusion.

**Hallie Q. Brown Community Center Early Learning Center Playground:** Xcel Energy contributed \$30,000 to upgrade a play area in St. Paul, Minnesota, with safe, contemporary and culturally sensitive design and materials. We were the largest donor to the project, which among other improvements will install a new artificial turf surface, replacing hard woodchips that splinter and get caught in the hair of Black and brown children.

**Blacks in Energy Minnesota:** Xcel Energy was instrumental in creating the newest chapter of the American Association of Blacks in Energy. Its mission supports African American community job training and placement, supplier diversity, legislative change and scholarships. AABE encourages industry and community leaders to collaborate and ensure all stakeholders have a seat at the table in Minnesota.

**Eastern New Mexico University Foundation:** We supported extending components of the Alliance for Minority Participation program at ENMU. This program underwrites scholarships and undergraduate research assistantships among STEM majors.

**University of Wisconsin – Eau Claire Foundation:** We fund a College of Business diversity scholarship and peer mentoring of students in STEM and health science programs. Early mentoring, for first-year students and beyond, helps students succeed and graduate from challenging programs such as chemistry and biochemistry, which are popular majors for pre-med students.

**Equity Stakeholder Advisory Group:** In partnership with the Center for Economic Inclusion, the ESAG brings together community organizations from across the Twin Cities to include the voices of underserved populations on issues before the Minnesota Public Utilities Commission.

The ESAG helps provide guidance on a broad range of energy and workforce diversification programs outlined by the commission, including:

- Enhancing energy affordability.
- Improving customer access to energy efficiency and renewable energy.
- Designing renewable energy programs for low-income and BIPOC customers.
- Creating plans to advance racial and gender diversity in Xcel Energy's workforce.
- Promoting procedural justice by working to incorporate marginalized perspectives and communities in energy decision-making.
- Forming an environmental justice accountability board.

