



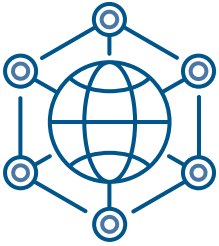
Workforce Safety

When it comes to safety, we consider our employee and contractor workforce as one team and strive to build an atmosphere of transparency and trust.

Safety is at the heart of everything we do, and one of our corporate values. Our Safety Always approach encourages open communication and information sharing to continually improve safety. We want Xcel Energy's employee and contractor workforce to feel comfortable reporting injuries, so they get immediate and proper care, and we can all benefit from what we learn from their reports. These in-depth learning opportunities allow us to identify controls that help prevent life-ending and life-altering injuries. Controls—such as guardrails, seatbelts or automatic safety functions—are our most important strategy, because they save lives.

Governance

The Operations, Nuclear, Environmental and Safety Committee of the board of directors oversees the company's safety strategy and performance. Within the company, the vice president of Safety and Workforce Relations manages the company's safety programs for the chief human resources officer, who reports to the CEO.



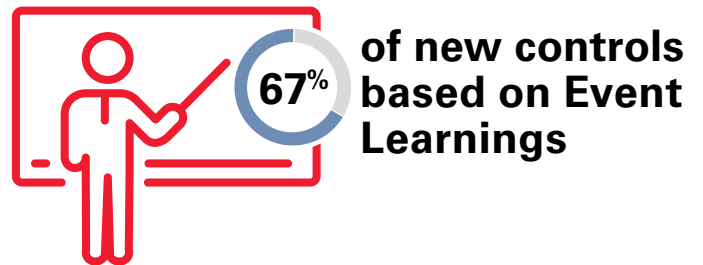
LEARN
MORE

[Supplier Code of Conduct](#)

[Supply Chain Management Brief](#)

[Human Capital Management Brief](#)

[Sustainability Report Data Summary](#)



Safety Always

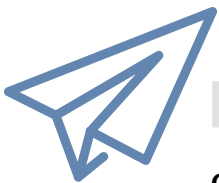
After three full years of implementation, Xcel Energy's Safety Always culture is achieving results—through new ways of doing things and an atmosphere of trust and transparency.

We launched Safety Always in 2020 to focus efforts on identifying the most serious risks inherent in our work and doing everything possible to mitigate them. Research and best practices show that this approach is more effective than traditional programs that focus on avoiding minor injuries in order to prevent more serious ones.

Its elements include:

- **Enhanced Culture:** Safety Always focuses on listening and sharing with our employees and contractors. Through Event Learning and candid conversations in a non-threatening environment, we gain an understanding of how an incident occurred, rather than who was to blame, and can identify preventive measures and put them in place. This process has been so effective, it's now being used across Xcel Energy for operational learning and improvement.

We do not pursue discipline for employees or contractors who report near misses, which allows us to learn at the best possible time—before an injury. Of the 306 near-miss situations reported in 2022, 38% identified significant hazards that we are now working to prevent.



NOTEWORTHY

Contractor Safety

We apply the same safety rules, training requirements and reporting standards to our contractor workforce as we do to our employee workforce. This approach stems from our core precept that when anyone on the job at Xcel Energy has a bad safety day, Xcel Energy has a bad safety day. We are one team.

In 2022, we started meeting quarterly with our alliance of contractor partners—the top 20 contracting firms that provide 40% of the total volume of work performed by our contingent workforce. For all Xcel Energy projects, we require contractors to report monthly their injuries and incidents including significant injuries and fatalities (SIF injuries), which is the Safety Always approach to monitoring severe events. They are also contractually required in their training and reporting to use Human and Organizational Performance principles, based on the tenet that it's less important to determine who failed than what failed and why.

Xcel Energy and our contractor partners work together to define and track safety metrics, our prequalification and approval processes, monitoring and vendor meetings. To close visibility gaps in both directions and foster better conversations, we have developed dashboards that provide live safety data. Key elements of these collaborations include touchpoints in the field with contractor management throughout the year.

This is not a top-down initiative imposed by Xcel Energy. Our contractor partners, instrumental in the daily work of our electricity and natural gas operations, mutually want to strengthen safety partnerships and align reporting, often to meet their own organizational goals. We are also working with other utilities and the Edison Electric Institute to redefine contractor safety programs to focus on the causes of significant injuries.



• **Data Analytics:** To analyze our safety program, we shifted from lagging injury data to leading safety indicators that are predictive, proactive and supported by a centralized safety platform, EcoOnline. Its tools make it easier for employees to submit details about injuries, near misses and observations, so we can make more data-driven decisions.

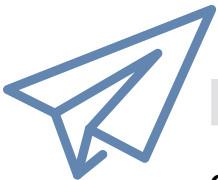
• **Human and Organizational Performance Principles:** Five principles provide the foundation of our Safety Always approach:

- Error is normal – people make mistakes.
- Learning and improving are vital.
- How you respond to failure matters.
- Blame fixes nothing.
- Context influences behavior.

We are incorporating these principles into our work, shifting our focus toward ensuring positive outcomes. We concentrate on what failed and why, rather than who failed.

• **Visible Safety Leadership:** In 2022, leaders were trained on how to ask critical questions during pre-job briefs, align safety with operational excellence and recognize safe behaviors. We introduced the Safety Always Recognition Program, which provides new ways to highlight safe behaviors. All leaders have access to three unique safety coins to recognize co-workers for acts of caring, sharing and learning. Our executives may award a special coin to employees who contribute to Safety Always culture in a significant way. A new initiative allows leaders to reward safe behavior with points redeemable for gift cards and merchandise.

• **Critical Risk Management:** Under CRM, crews take time to consider the hazards involved in their work that could lead to serious injuries and fatalities, and delay starting tasks until all critical hazards are identified and all critical controls are in place. We have expanded training, monitoring and evaluation to include both employees and contractors and prequalify contract firms based on their ability to meet our standards in 13 critical risk areas.



NOTEWORTHY

Critical Risk Management

To prevent the most life-altering injuries and fatalities from happening, we trained more than 15,000 employees and contractors in 2022 on Critical Risk Management and hazard identification. CRM is a continuous improvement process that seeks to reduce the potential for a life-ending or life-altering event by emphasizing that robust controls truly save lives.

Under CRM, crews take time to consider the risk involved in their work and don't start tasks until all critical hazards are identified and controls are in place. We use the 13 critical risk areas to prequalify and approve contractors to work for us.

In 2022, we launched CRM working groups across the enterprise to help us test and improve newly developed safety processes designed to reduce risk. The crews in our pilot team created more than 30 critical control summaries and checklists that detail the barriers that need to be in place to prevent or mitigate risk during a potentially fatal or life-altering task. Crews across the company have access to these tools during pre-job briefs to determine what critical controls are needed to execute high-risk work safely.



Safety Management Fundamentals

Our Safety Always approach and core functions address applicable standards set by the U.S. Occupational Health and Safety Administration and the American Standards Institute.

Our safety management provides

<p>Oversight and clear responsibilities</p>	<ul style="list-style-type: none"> • Board of directors and executive leadership provide oversight. • Corporate Safety department manages implementation of regulatory compliance, provides technical consultation to business areas, tracks and communicates the company's performance, and fosters our safety philosophy. • All managers develop, implement and provide training and communication about safety programs. Working safely is the first consideration when planning and performing work. • All Xcel Energy employees and contractors are expected to work safely and empowered to stop work if they see unsafe practices.
<p>Reporting</p>	<ul style="list-style-type: none"> • Employees and contractors are encouraged to report unsafe acts or conditions to management in a timely manner. Any retaliation against a co-worker who, in good faith, reports a suspected violation is strictly prohibited. • The EcoOnline safety software provides one easy, convenient reporting option. It consolidates safety information into one platform, improving our overall response time and effectiveness. Employees can also report concerns and incidents through their Corporate Safety consultants or safety committees.
<p>Policies and procedures</p>	<ul style="list-style-type: none"> • We have one corporate policy and multiple safety programs in place to address occupational safety and health issues. These apply to bargaining and non-bargaining employees.
<p>Hazard identification, risk assessment, incident investigation and continuous improvement</p>	<ul style="list-style-type: none"> • We continuously identify and assess the hazards and risks inherent in our work and strive to mitigate them through near-miss reporting, Event Learning sessions, Critical Risk Management processes, job briefings and EcoOnline reporting. • When Corporate Safety staff receive reports or concerns, we emphasize identifying solutions at the top of the hierarchy of controls, including elimination, substitution and engineering. These controls minimize the risk of human error. • In 2022, we used outside professionals with more than 60 years of combined health and safety experience to audit our safety program. They evaluated alignment of safety policy requirements with OSHA requirements and assessed compliance with corporate policies across the organization.

Our safety management provides

<p>Training</p>	<ul style="list-style-type: none"> • All employees are expected to actively participate in safety and health training. • We offer more than 50 safety training opportunities, which are assigned based on OSHA standards and job responsibilities. To continually reinforce safe work practices, we also assign training as part of job requalification. Courses, materials and equipment are provided free of charge. • Safety courses are a mix of online and instructor-led classroom training, depending on the best approach for the material. This allows flexibility before employees take on new work tasks. We update training content as needed and ask learners to evaluate quality and effectiveness.
<p>Communications and Employee Engagement</p>	<ul style="list-style-type: none"> • All workers have access to required safety and health training, policies, programs and safety manuals, and communications required by federal or state agencies. • Safety committees throughout the company meet on a regular basis, comprised of employees, safety professionals and business area leadership. Employees own and manage their committees, assisted by their assigned Corporate Safety consultant to make sure worker concerns and needs are addressed. Committees communicate trends and initiatives that members can share with co-workers. • Safety communication continually receives high marks in our annual Employee Engagement Survey. Updates are provided in weekly emails, briefings, news stories, documents and posters, safety committee meetings, videos and training.

Caring, Sharing and Learning from Injuries

Xcel Energy operates from the paradigm that the earlier employees and contractors receive treatment for an injury, the sooner they will return to normal life and work. When someone experiences a non-emergency injury at work, they and their manager can contact the 24/7 Work Injury Helpline for a professional assessment and recommendations. If the injury is serious or life-threatening, they are told to call 911 immediately. We also contract with two onsite occupational health nurses to answer questions and provide guidance following an Injury Helpline call.

When an employee experiences an OSHA recordable injury on the job, Xcel Energy’s chairman, president and CEO personally contacts them to ask how they’re doing and what they need to make a full recovery and return to work. We follow corporate confidentiality procedures by not sharing personal information beyond those with a need to know.