ETAC 2025 Q4 MEETING

XCEL ENERGY WORKFORCE TRANSITION PLAN

Ian Kollenborn, HR Project Manager, Xcel Energy December 1st, 2025



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OUR WORKFORCE COMMITMENT

Leading the Clean Energy A Just Transition for our **Transition Workforce and Communities** 80% reduction in carbon **Commitment to no layoffs** emissions by 2030 100% reduction of carbon We anticipate new jobs and emission by 2050 opportunities We will build upon our long and successful history of transition

SITE & PEOPLE OVERVIEW

Sherco Generating Plant

- 160 180 employees on site
- Down to two operational units
- Plan roughly 140 employees on site at time of closure
- ~90 employees will transition at time of closure
- Large mix of
 - Skillsets
 - Experience
 - Tenure
 - Stage in career
- One large generating facility in the area, proximity to service stations, and corporate roles

AS King Generating Plant

- 70-80 employees on site
- One generating unit
- Plan toughly 70 on site at time of closure
- ~70 employees will transition at time of closure
- Large mix of
 - Skillsets
 - Experience
 - Tenure
 - Stage in career
- Several other sites in the area and across the river into WI, corporate roles

WORKFORCE TRANSITION PLANNING

1



Model the existing impacted workforce, inventory skills, identify existing nearby opportunities, and create a workforce transition plan

2



Identify nearby transition opportunities:

- Future assets and construction.
- Potential insourcing of work
- Increases/decreases in workload
- Opportunities that will arise from natural attrition

3



Conduct transition conversations with impacted workers, map employee aspirations to opportunities, and perform skill gap analysis to determine re-skilling programs needed 4



Partner to stand-up transition programs with key stakeholders:

- Internal technical training
- IBEW & building trades
- Education providers with a diverse student population
- Department of
 Employment and
 Economic Development
 (DEED)
- MN Transition Legacy
 Office

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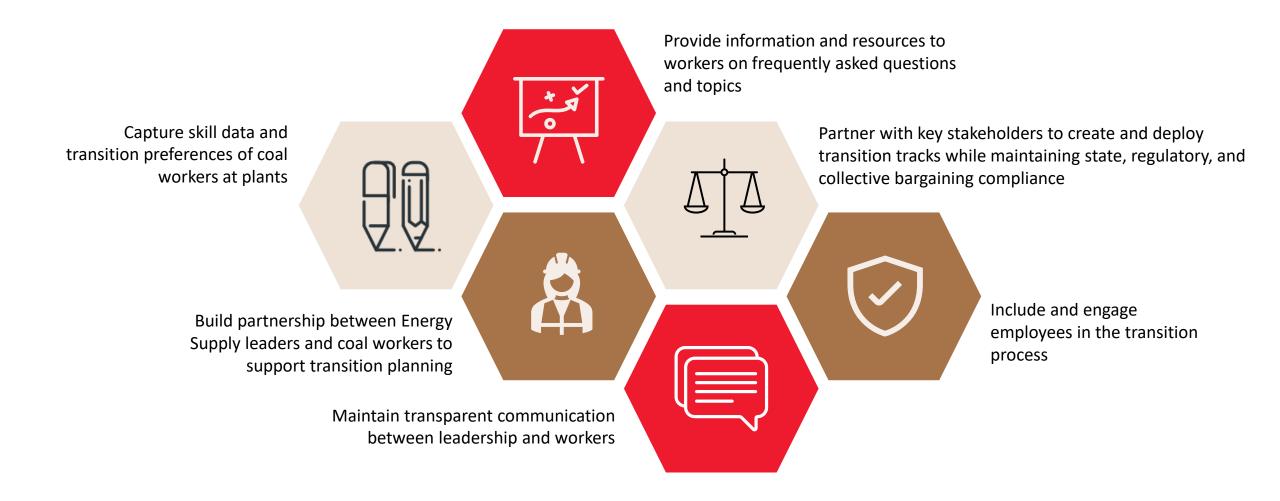


Create and deploy workforce transition training resources, worker supports, and transition pathways

Encourage and support employees through their transition

Update the workforce plan and key stakeholders

CONDUCTING TRANSITION CONVERSATIONS – WHAT & WHY



INDIVIDUAL TRANSITION PATHWAYS

Current State Job Position Today



ProfileCurrent position

Upskilling/Reskilling Opportunities



Internal training programs



External training programs



Technical certifications

Future State Transition Pathways



Track 1
Mechanic positions



Track 2
Operator positions



Track 3General maintenance positions

OTHER TRANSITION SUPPORT

OUR WORK IS EXTENSIVE, BUT STILL ONLY A PART OF A BIGGER WHOLE

Workforce

- Union Supported Elements
- State and Local Government
- Other Third-Party Workforce Development Organizations

Outside of Workforce

- Economic & Community Development
- Advocacy Groups
- Legislation & Regulatory





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