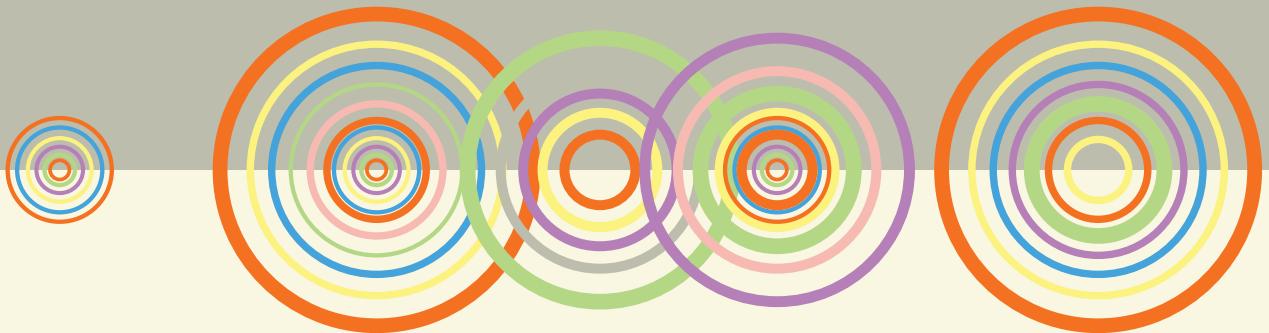


MONITORING REPORT SD-8: EMPLOYEE RELATIONS GOVERNANCE COMMITTEE

» 12.16.25 «



SD-8 EMPLOYEE RELATIONS

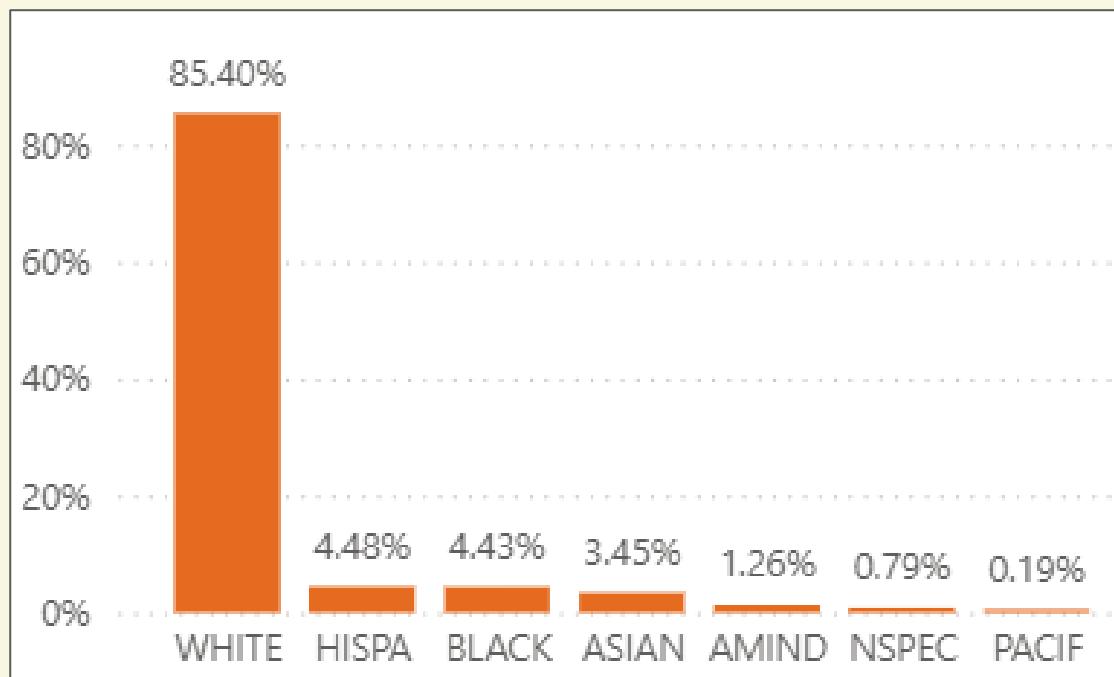
- OPPD shall develop and maintain a **diverse** and **inclusive** workplace reflective of OPPD's core values that engages and inspires employees to commit to the vision and mission of OPPD.
- OPPD establishes a goal to achieve top-quartile performance in **employee engagement** for utilities.
- OPPD shall:
 - Engage its workforce in personal and professional development.
 - Maintain and communicate written policies that define procedures and expectations for staff and provide for effective handling of grievances.
 - Bargain in good faith with the official agents of represented employees and comply with Collective Bargaining Agreements.
 - Conduct an annual engagement survey and provide a report of results to the Board.
 - Provide an annual report to the Board on OPPD's Affirmative Action Plan, if an Affirmative Action Plan is required.



» A DIVERSE & INCLUSIVE WORKPLACE

DEMOGRAPHICS BY ETHNICITY

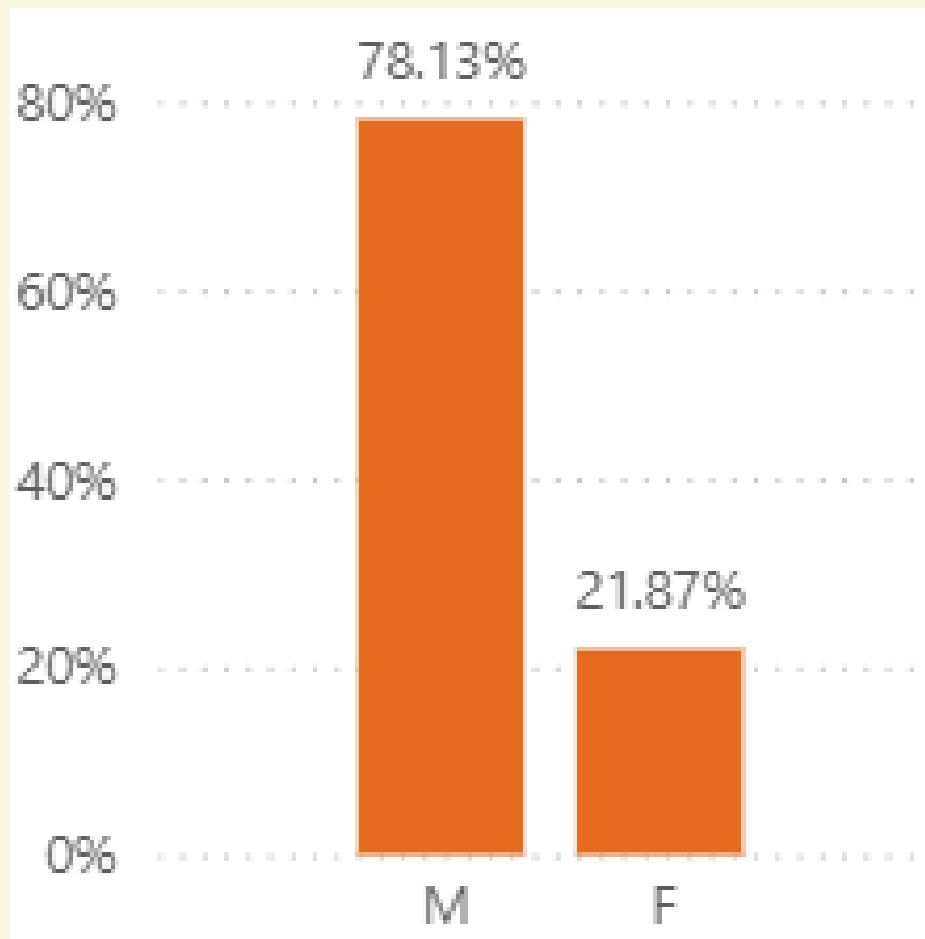
OPPD - As of October 1, 2025



Ethnic Group	OPPD Rate (as of Oct 1, 2025)	OPPD Service Territory Rate*	Nebraska Rate (as of 2023)
Asian	3.45%	1.16%	2.50%
Black	4.43%	3.02%	4.76%
Hispanic	4.48%	10.45%	12.00%
Native American	1.26%	1.57%	0.50%
Pacific Islander	0.19%	0.15%	0.10%
White	85.40%	83.10%	79.88%
Not Specified	0.79%	Not Available	

*The counts by OPPD territory are growth estimates based on the decennial census report from 2020.

DEMOGRAPHICS BY GENDER



Gender	OPPD Rate (as of Oct 1, 2025)	OPPD Service Territory Rate*	Nebraska Rate (as of 2023)
Female	21.87%	48.47%	50.3%
Male	78.13%	51.53%	49.7%

According to national studies, **women account for 25% of the traditional energy sector** compared to an **overall average of 47%** nationally in the workforce**.

Underrepresentation of women attributed to

- Lack of female role models
- Physical demands of jobs
- Pipeline issues of females in STEM-related studies

*The counts by OPPD territory are growth estimates based on the decennial census report from 2020.

**National Renewable Energy Laboratory, February 8, 2022

DEMOGRAPHICS BY VETERAN STATUS AND GENERATIONS



Military Status	OPPD Rate
Veteran	9.0%

Generations	OPPD Rate
Traditionalist (1928 – 1945)	0.50%
Baby Boomers (1946 – 1964)	7.54%
Gen X (1965 – 1980)	38.74%
Gen Y/ Millennials (1981 – 1994)	43.03%
Gen Z (1995 – 2009)	10.65%

AFFIRMATIVE ACTION PLAN (AAP) PERFORMANCE REVIEW

Affirmative Action is the obligation to ensure applicants have equal opportunity to employment and employees receive nondiscriminatory treatment

Key Change in 2025: On January 21, 2025, Executive Order 14173, titled “Ending Illegal Discrimination and Restoring Merit-Based Opportunity”, revoked EO 11246. This marks a significant shift in federal policy, eliminating the formal requirement for affirmative action plans based on race, sex, or national origin for federal contractors.

Strategic Considerations for 2026:

Risk Management: While AAPs are no longer federally mandated under EO 11246, maintaining internal equity audits and nondiscrimination documentation may mitigate legal and reputational risks.

State and Local Laws: Some jurisdictions may still require affirmative action or DEI-related reporting. OPPD must ensure compliance with all applicable non-federal regulations.

Contract Review: All federal contracts should be reviewed for updated clauses related to EO 14173 compliance and DEI program restrictions.

EMPLOYEE RESOURCE GROUPS (ERG)

~54% of the workforce participates in an ERG or a COP

In 2025 ERG ONE: Power Hour Series

- 4 Executive-led Power Hours as part of the *Coffee and Conversations* series

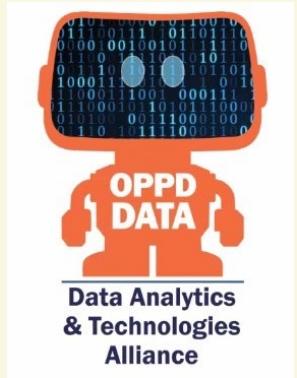
Topics included:

- Navigating Your Career at Different Levels
- The Power of Showing Up
- Voces Unidas
- Career Reflections
- Created space for **career growth, inclusion and authenticity**
- **40.3%-member participation**
- Feedback showed employees **felt heard, supported, and aligned** with OPPD's core values.



COMMUNITIES OF PRACTICE

T



Society of
Engineers



OPPD Society of Engineers touring substations and building connections to enhance service relationships.



EMPLOYEE ENGAGEMENT

► OVERALL RESULTS

Overall favorability = **70.7%**

Overall favorability declined by **5.1%** since 2024 (**Top Quartile 79%**)

- Participation fell by 17.1% in comparison to 2024.
- 255 fewer employees completed the survey this year compared to 2024 (1,787 respondents in 2024).
- Perceptions related to recognition, confidence in the future and learning/development saw largest declines
 - Employee concerns around cost savings were top of mind (especially impacting recognition and job security perceptions)
- Perceptions related to team dynamics, inclusion, safety and respect count among the most favorable
- While overall favorability declined for 2025, OPPD is performing well (2-11% higher) in comparison to other utilities across many engagement categories.

► KEY OPPORTUNITIES FOR IMPROVEMENT

EXECUTIVES: Future Outlook

- I understand OPPD's plans for future success.
- When the organization makes changes, I understand why (High Impact)
- **Actions:** Continue to provide transparency regarding the future strategy and plans for success. Find ways to ensure employees feel recognized

LEADERS/MANAGERS: Performance

Management & Inclusive Decision Making:

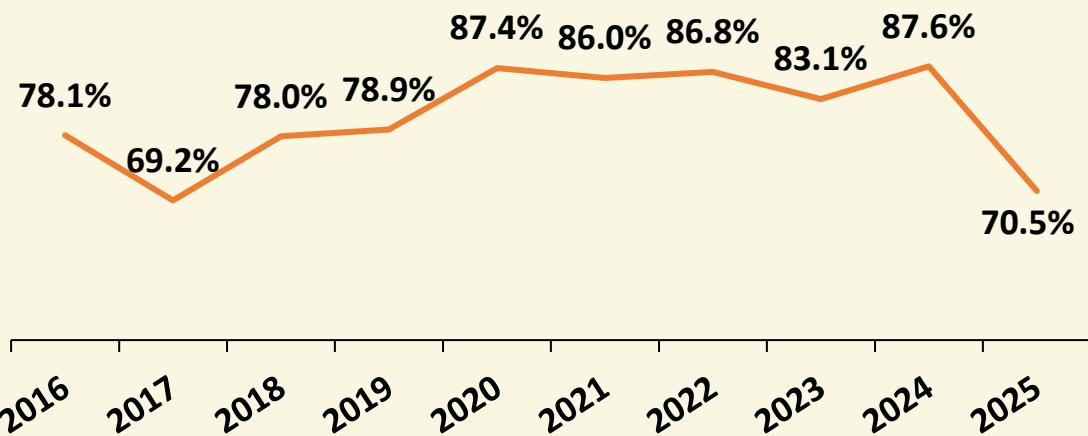
- My immediate supervisor regularly coaches me on my job performance. (High Impact)
- I clearly understand how my performance is measured. (High Impact)
- I am included in decisions that affect my work. (High Impact)
- I have opportunities to learn new skills that will help me succeed. (High Impact)
- **Actions:** Discuss both team & Individual goals regularly. Explore ways to expand development and growth. Ensure 1:1s are established and maintained.

CONDUCT AN ANNUAL ENGAGEMENT SURVEY

1

Response Rate

(n = 1,532 of 2,174)

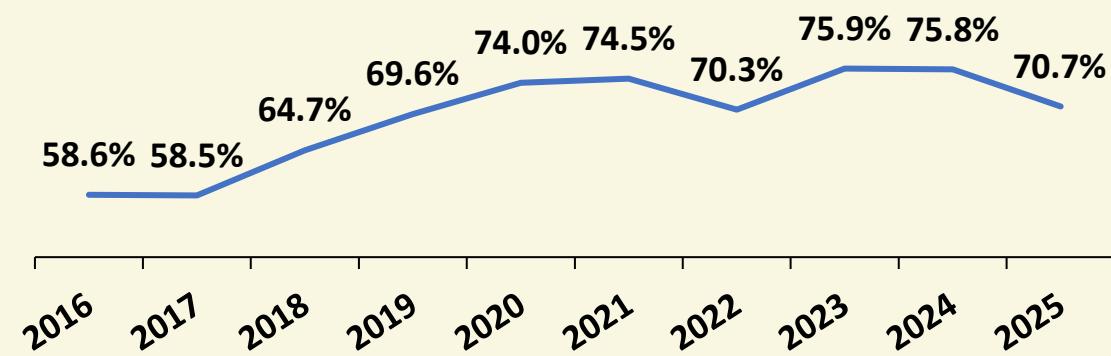


- 255 fewer employees completed the survey this year compared to 2024 (1,787 respondents in 2024). Overall, participation fell by 17.1%
- Exempt participation (n=899) fell by 9%
- 55% of Unionized employees participated in the survey this year (compared to 81% in 2024, dropping by 26%)
- 763 had a 30% decline in participation

*Represents Top Quartile across all BPTW survey participants

Overall % Favorable

(% Agree / Strongly Agree)
(Top Quartile* = 79%)



- Overall favorability declined by 5.1% since 2024
- Perceptions related to recognition, confidence in the future, and learning/development saw the most significant declines
- Within the comments, employee concerns around recent budget cuts were top of mind (especially impacting recognition and job security perceptions)
- Perceptions related to team dynamics, inclusion, safety, and respect count among the most favorable

HIGH IMPACT RESULTS

These questions represent the most actionable opportunities for your leaders and front-line managers. Managers that provide sufficient coaching, clarify expectations, and create an inclusive environment will see stronger overall engagement.

Question	2025 % Favorable	vs. 2024	vs. Utilities	vs. Same Sized
I understand how my job helps the organization achieve success.	87%	NEW	5.0%	1.9%
My job allows me to utilize my strengths.	79%	NEW	9.8%	6.1%
My immediate supervisor regularly coaches me on my job performance.	79%	NEW	12.9%	11.2%
Goals and accountabilities are clear to everyone in my immediate work group.	71%	-4.4%	6.9%	3.3%
I have the information I need to do my job well.	70%	-6.6%	6.2%	1.7%
I clearly understand how my performance is measured.	70%	-6.1%	11.8%	6.7%
I have the materials and equipment I need to do my job.	68%	-7.8%	-0.8%	-4.4%
I am included in decisions that affect my work.	66%	NEW	17.6%	13.9%
I have opportunities to learn new skills that will help me succeed.	63%	-14.9%	-2.1%	-4.9%
When the organization makes changes, I understand why.	41%	NEW	-2.0%	-9.1%

INCLUSION BREAKOUT

Question	2025 % Favorable	Δ 2024	Same Sized (1000 - 4999 Employee)	Same Sized (Top Quartile)	Utilities
Senior leadership is prepared to effectively manage a diverse workforce.	64%	-	-2.1%	-13.0%	+6.7%
Workforce diversity is valued at our organization.	74%	-	+0.7%	-14.0%	+7.6%
I trust this organization to be fair to all employees.	61%	-	-0.7%	-12.5%	+7.0%
I am included in decisions that affect my work.	66%	-	+13.9%	+4.6%	+17.6%
My immediate supervisor fosters an inclusive work environment.	88%	-0.1%	-	-	-
The people I work with treat each other with respect.	87%	+9.2%	+7.7%	-0.2%	+11.7%
Our organization values diverse opinions and ideas.	60%	-	-	-	-



OTHER SD-8 MANDATES

PROFESSIONAL DEVELOPMENT

2025 recap & 2026 focus

Virtual & In-person Instructor-

Led Training Sessions

Short sessions to explore professional development skills offered twice in 2025:

- Goal Setting
- Feedback
- Change Agility
- Emotional Intelligence & Self-Awareness
- Self-Evaluation
- Team Dynamics
- Utility Basics & OPPD connections
- PF2050 Strategy Links

Annual Development Week

Opportunity for employees to consider development & link to resources

- 489 employees participated in multiple learning events – 50% increase
- Focused on development planning approach, networking for growth, quiet achievers' success and bringing confidence into your work
- Mayor John Ewing linking development happening in Omaha
- In-person Development Open House to connect for resources
- Change Agility learning brought to over 300 Utility Ops employees at safety mtg throughout the district

Looking Ahead

Supporting purpose-driven leadership

- Continued rollout of "Personify Leadership: for people leaders. 103 leaders (VP, direct reports, variety of middle managers) participated to create consistency in language and approach.
- Leadership readiness – revised New Leader 90-day Onboarding launch
- Continue to curate resources and build workshops to drive building skills to support capabilities needed for the future workforce



CREW LEADER UNIVERSITY & CREW LEADER CONNECT

- Builds leadership and communication skills of crew members to step into crew leader positions.
- Enables Crew Leaders to grow and learn from each other.
- 175 employees have attended and graduated from Crew Leader U over last five years
- 84 employees have filled a crew leader position
- Crew Leader Connect participants are existing crew leaders attending to gain additional leadership insights

PERSONAL WELLBEING

Mental Wellness:

- Virtual trainings and or workshop for leaders and employees.
- “Let’s Talk” Mental Health quarterly virtual coffee chats

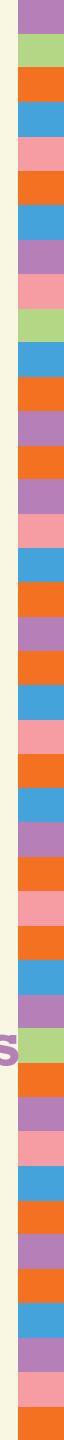
Personal Wellbeing:

- Four district wide challenges
- Total Health Assessment/ Onsite biometric and flu shot events
 - (New Vendor Strada Health Care this year)
- Real Appeal Online Weight Management Program
- Yoga, Pilates and Mobility / Flexibility class onsite at the Huddle.
- 24/7 access to the BCBS Wellness Center at the Huddle space.
- Lactation Suite/ rooms across the district updated.
- All employee skin cancer self screening education module.
- Trek the Tower, Heat the Streets and AFSP Out of Darkness Walk



MAINTAIN AND COMMUNICATE WRITTEN POLICIES THAT

1. Define procedures and expectations for staff
2. Provide for effective handling of grievances



- Corporate Policies/Procedures
- Employee Handbook
- Code of Conduct
- Ethics Point
- Internal Complaints
- External Complaints

BARGAIN IN GOOD FAITH WITH THE OFFICIAL AGENTS OF REPRESENTED EMPLOYEES AND COMPLY WITH COLLECTIVE BARGAINING AGREEMENTS.*

***Both parties must be sincere in their attempts to reach an agreement.**

- Collective Bargaining Agreements (Three-Year Agreements signed)
- Memoranda and Letters of Understanding
- Quarterly Safety Meetings
- Supervisor Training
- Crew Leader University & Connect
- ELT engagement with Union Leadership

RECOMMENDATION

The Governance Committee has reviewed and accepted this Monitoring Report for SD-8: Employee Engagement and recommends that the Board finds OPPD is taking reasonable and appropriate measures to comply with Board Policy SD-8.

Any reflections on

- ↳ what has been accomplished, challenges and/or strategic implications?

