



EMPLOYEES

Develop and Engage Employees
and Strengthen Leadership



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EMPLOYEES

2019 Highlights

- Increased female representation in the workforce to 23.7 percent (up from 23.3 percent in 2018), and increased minority representation to 18.8 percent (up from 18.1 percent in 2018).
- Earned a perfect score for the third year in a row on the Human Rights Campaign's Corporate Equality Index, and earned distinction as a "Best Place to Work for LGBTQ Equality."
- Named one of "America's Best Employers for Diversity" in 2020 and one of "America's Best Employers for Women" in 2019 by Forbes magazine.
- Received a "HIRE Vets Medallion Award" in 2019 from the U.S. Department of Labor for recruiting, employing and retaining veterans.
- Ranked 125 on Newsweek magazine's 2020 list of "America's Most Responsible Companies," out of 2,000 companies analyzed.

Challenges and Opportunities

- Foster a high-performance and inclusive culture built on strong leadership, diversity and engaged employees.
- Continue to invest in education and workforce development to ensure a robust pipeline of highly skilled workers.
- Ensure transfer of knowledge from our retiring baby boomer workers to new employees.



Duke Energy maintains a diverse, inclusive work environment built on teamwork and collaboration.

Strengthening Our Culture of Diversity and Inclusion

Duke Energy continues its commitment to build a diverse workforce that mirrors the communities it serves and is strengthening a culture of inclusion where employees and customers feel respected and valued throughout the company. This intentional effort not only applies to today; but is a sustainable part of our culture for the next generation workforce.

Increasing the percentage of under-represented employee groups, specifically females and minorities, is a Duke Energy priority. In fact, the company has an aspirational goal to increase the [percentage of females and minorities in its workforce](#) to 25 percent and 20 percent, respectively, by year-end 2020. Achieving these goals will require a balanced commitment to hiring external talent and continuing to develop and promote from within.

Duke Energy has teams dedicated to recruiting diverse talent as external hiring opportunities arise. While always hiring the most qualified candidates, regardless of background, the company makes a strong effort to ensure diverse populations are aware of job opportunities when they are available.

Duke Energy representatives attend career events at historically black colleges and universities, military bases, professional societies and community events as one of the company's many strategies to directly reach out to diverse talent and potential employees.

Strengthening a culture of inclusion takes every employee within the company understanding their part in making each other feel welcomed, respected, heard and valued for the perspectives they bring to the company.

Our Employee Resource Groups (ERGs) and Diversity and Inclusion (D&I) councils help the company understand, and value the differences among employees, customers and communities and help foster an inclusive environment.

The company's D&I councils are embedded across the company in various business units. These councils focus on specific diversity and inclusion needs of the business and help drive inclusion deeper into the employee experience.

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Duke Energy has eight ERGs and numerous departmental D&I councils. They provide cultural awareness, learning and development opportunities, scholarships, represent the company at community events, recruiting assistance, professional development and business support:

- **Advocates for African Americans (A3)** – attract, develop, engage and retain African American employees
- **Business Women’s Network (BWN)** – professional development, personal enrichment for working women; with a focus on challenges women face in the workplace
- **disABILITY Outreach and Inclusion** – empowerment and inclusion for individuals with disabilities; focusing on disability awareness through education, networking, community outreach
- **Latinos Energizing Diversity (LED)** – attract and engage Latino employees by creating an engaging environment where the Latino culture is embraced by all employees
- **New to Duke (N2D)** – integrate new employees to strengthen engagement and increase employee retention
- **Together We Stand (TWS)** – enable our veterans to celebrate their shared service, effectively employing the skills of veterans, and make our communications stronger by supporting internal/external veterans’ initiatives
- **We Are One for LGBT Equality (WeR1)** – increase awareness and understanding of issues impacting LGBT employees and allies and maintain and encourage a work environment that is inclusive and supportive of all employees
- **Asian Inclusion Network (AIN)** – this is a newly created ERG for attracting and engaging Asian employees

Membership for ERGs is open to all Duke Energy full- or part-time employees regardless of race, ethnicity or cultural background. Approximately 6,000 Duke Energy employees participate in one or more ERGs, and numerous employees also participate in their departmental D&I councils.

Developing Tomorrow’s Workforce Today

Sustainability is about being ready for the future. Duke Energy’s commitment to delivering a smarter energy future includes a commitment to developing the workforce that will be necessary for that future. Providing employees with the essential knowledge, development and skills they need to be safe and successful in a changing industry is part of our culture.

That commitment also extends to developing tomorrow’s workforce. National concerns about declining student interest in science, technology, engineering and math studies – disciplines collectively known as STEM – have our attention. Individuals with these skills are the foundation of our work today and tomorrow. That’s why part of Duke Energy’s strategy for developing a sustainable workforce includes reaching into local education systems to bring energy career awareness to educators, students and parents.

Duke Energy has established relationships with local community colleges that offer programs in the STEM studies essential to the future. Students are prepared for possible future employment in the energy industry as lineworkers, solar technicians and other careers.

Our education efforts don’t stop there, however. In fact, they start much earlier. Duke Energy employees have strong local connections and take pride in sharing their knowledge and histories. Using a speaker toolkit developed expressly for this purpose, employees share information about Duke Energy and the many career opportunities that exist within the changing energy industry.

Maintaining a skilled workforce includes a focus on today without losing sight of tomorrow. That’s why planting the seeds of interest in an energy career must begin early and remain a key strategy for today and tomorrow.

[Learn more](#) about how Duke Energy’s learning and development programs prepare leaders and employees to meet future challenges.



Duke Energy's highly skilled lineworkers use drones and computers to keep power flowing.

Lineworker Skills Always Being Fine-Tuned

No one is more hands-on with the electric utility industry than lineworkers. To ensure a pipeline of future employees, Duke Energy has been funding strategic initiatives to help enhance and diversify the energy industry's workforce of tomorrow.

The company has worked closely with community colleges and other educational organizations to attract a future workforce that will have the skills necessary to build and maintain a changing energy infrastructure.

But once workers get to Duke Energy, the fine-tuning of skills is not over. And being the best of the best doesn't stop.

Every October in Bonner Springs, Kansas, the best lineworkers compete against the best in their trade at the International Lineman's Rodeo.

The Lineman's Rodeo events test job-related skills like working safely while climbing fast, making repairs and rescuing an injured teammate while being judged on speed, agility, technique and safety procedures.

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In 2019, more than 1,000 lineworkers from the United States, Canada and Australia competed and our Duke Energy linemen roped in six awards, with North Carolina's Mike Haynes, [David Phillips](#) and Neal Walker taking home first place in the world for the journeyman senior division, ages 50 and up.

While most people associate maintaining the grid with the manual work of setting poles and stringing lines, [lineworkers are also using drones](#) and computers in their trucks and relay technicians are making the [self-healing grid](#) possible. It takes highly skilled talent to tackle the ever-changing needs of the industry.

But their work from the front lines is critical to powering our communities now and will continue to be in the future.

Charging Ahead with Ethics and Compliance

Duke Energy is one the first U.S. electric and natural gas investor-owned utilities to receive Compliance Leader Verification. Duke Energy's verification is for 2019 and 2020.

Awarded by the Ethisphere Institute, Compliance Leader Verification is awarded to companies with leading ethics and compliance programs.

Ethisphere is an independent research center that provides thought leadership and promotes best practices in corporate ethics and compliance. It's Duke Energy's practice to seek an outside assessment of our ethics and compliance program about every five years.

Ethisphere's Compliance Leader Verification process includes a comprehensive review of a company's ethics and compliance program structure and oversight. It examines employee training and communications, risk measurement and mitigation, monitoring practices designed to expose misconduct, consistency in the application of disciplinary measures, and employee perceptions of the company's ethics culture.

Duke Energy's [Code of Business Ethics](#) describes ethics and compliance standards for Duke Energy employees. New employees are required to complete ethics and compliance training in the first 30 calendar days on the job. All employees also are annually required to: complete ethics refresher training; acknowledge their responsibility to comply with company ethics policies; and confirm their obligation to report violations of laws, rules or company policies.

The strength of Duke Energy's ethics and compliance program is crucial to the company's success and integrity, which depend on the continuing ability to earn the trust and confidence of our customers, employees, regulators, elected officials, shareholders, and other stakeholders. That success is dependent on every employee's dedication and focus to ensure we consistently deliver results the right way, every day and in every job.

[Learn more](#) about Duke Energy's ethics and employee engagement programs.

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Workforce Performance Metrics

Workforce Statistics

	12/31/17	12/31/18	12/31/19
Full- and part-time employees	29,143	29,923	28,649
Collective bargaining unit members as percent of workforce	18.8%	18.1%	18.8%

Workforce Demographics

	12/31/17	12/31/18	12/31/19
Ethnic diversity as percent of workforce ¹			
■ White	82.2%	80.4%	81.1%
■ Black/African American	12.0%	11.9%	12.3%
■ Hispanic/Latino	1.7%	2.3%	2.6%
■ Asian	1.5%	1.6%	1.8%
■ American Indian/Alaska Native	0.6%	0.6%	0.6%
■ Native Hawaiian/Other Pacific Islander	0.1%	0.1%	0.1%
■ Not specified	0.0%	1.8%	0.2%
■ Two or more races (not Hispanic or Latino)	1.9%	1.4%	1.4%
Females/minorities as percent of workforce/management			
■ Females as percent of workforce	23.1%	23.3%	23.7%
■ Females as percent of management	18.0%	18.8%	19.4%
■ Minorities as percent of workforce	17.7%	18.1%	18.8%
■ Minorities as percent of management	11.5%	11.9%	12.3%

Employee Turnover Summary

	2017	2018	2019
Turnover as percent of workforce	8.1%	8.0%	12%
Percentage of employees eligible to retire in five years ²	45%	42%	41%
Percentage of employees eligible to retire in 10 years ²	57%	54%	52%

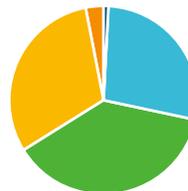
1 Totals may not add up exactly because of rounding.

2 "Eligible to retire" is defined as 55 years of age or older, with at least five years of service.

A Multigenerational Workforce

Gen X, millennial and Gen Z workers collectively represent about 72 percent of Duke Energy's workforce. Traditionalists and baby boomers comprise about 28 percent. The company highly values every employee from every generation, every background and every way of life. Duke Energy workers' diverse skills, deep knowledge and broad experience ensure that customers' energy needs are reliably met, around the clock.

Five Generations of Duke Energy Employees*



- 0.1%** Traditionalists (born before 1946)
- 28%** Baby boomers (born 1946-1964)
- 38%** Generation X (born 1965-1981)
- 31%** Millennials (born 1982-1995)
- 3%** Generation Z (born after 1995)

* Percentages don't total 100% due to rounding.