

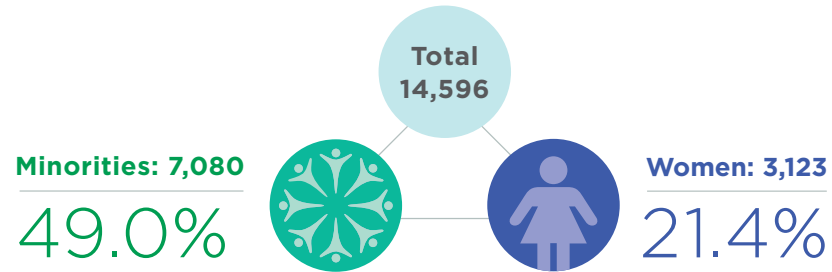
Diversity & Inclusion

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Annual Report 2019

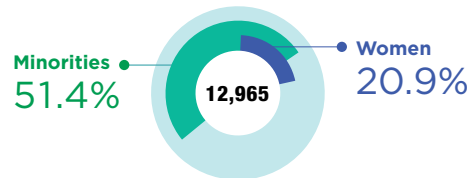


Diversity by the Numbers

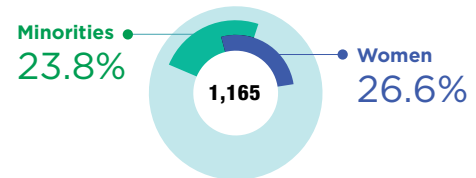
Con Edison, Inc., Total Employees



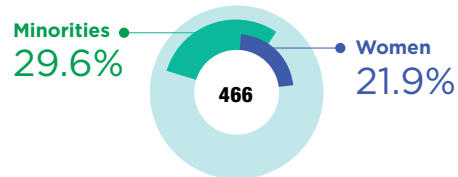
Con Edison of New York



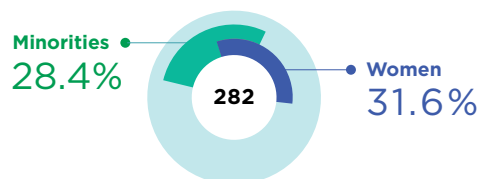
Orange and Rockland Utilities



Clean Energy Businesses & Con Edison Transmission



Minorities & Women, Middle Management and Above



Cultivating Diversity and Inclusion

The heart of our company is our people. Cultivating diversity isn't about checking a box. We strive to have a diverse workforce because it makes Con Edison stronger and helps us lead the industry on every level, from maintaining our best-in-class reliability to achieving a clean energy future, while creating a sustainable future for our company.

Our more than 14,000 employees come from many backgrounds, ethnicities, ages, and races, and bring different skills, viewpoints, and personalities. We aim to make sure every person here feels respected, included, and safe to speak up. If our workplace isn't open, inclusive, and diverse, we risk missing out on great ideas and varied perspectives.

Making sure our workplace is inclusive and respectful means our people can bring their best and do their best—and helps us attract and retain the best talent. By regularly examining and improving our hiring process and retention policies, we are making Con Edison a better place to build careers, and we are building an even better Con Edison.

In 2019, we intensified our focus on hiring, retaining, and promoting women. As a result, the percent of women hired has increased to 41 percent—that's nearly 10 percent more than the previous year. We also introduced Lean In Circles, where small groups of women can meet and build support systems.

We actively recruit people with disabilities, and we continued to find ways to make sure our employees with disabilities feel valued and supported, offering practical solutions to accommodate different needs.

Lifetime Television's "Military Makeover" documented our efforts to proactively recruit service members through job fairs, veteran-specific programs, and scouting programs. Once again, the company was featured in the 2019 Military Times top 100 "Best for Vets" companies, moving up 15 spots to number 33.

In June, we marched with more than 300 of our employees, friends, and families in the WorldPride Stonewall 50 parade, honoring our LGBTQ+ employees and recognizing the accomplishments of the gay rights movement.

We will never stop working towards a more diverse workforce where everyone feels included. In a decade in which change will come faster than ever, having a truly diverse pool of talents, backgrounds, abilities, and points of view is essential to achieving our clean energy goals.

John McAvoy, Chairman and CEO

Joan Jacobs, Vice President, Learning and Inclusion

Our Diversity & Inclusion Strategy

At Con Edison, we know that a diverse and inclusive company is a stronger, more successful company. We value diversity of culture, background, and experience among our workforce and the communities we serve. Our goal is to make sure everyone feels free to contribute, that they belong, and they have a voice.

Our strategy continues to drive our corporate culture, inform how we engage with each other, and set the foundation for a respectful and inclusive workplace. We are measuring our progress both quantitatively and qualitatively. Not only do we hear and see from our employees that we're a different company, but we use global diversity and inclusion benchmarking metrics from the world-renowned Centre for Global Inclusion.

4 Key Areas of Focus



Advancing Diversity & Inclusion Through Learning

Culture change depends on changes in behavior and beliefs. Training and learning are essential to that transformation.

Our foundational training helps to create a common language and a basic level of understanding about diversity and inclusion. We build on this by providing our employees with the tools and opportunities to increase self-awareness, as well as awareness of others and respect for their differences; foster the ability to acknowledge our potential blind spots and biases towards those differences; and to raise accountability and ownership to sustain an environment of mutual respect. During 2019, we trained more than 10,000 employees in an array of learning forums focused on diversity, equity, inclusion, and Equal Employment Opportunity compliance.

Highlights

- **Generational Diversity** This workshop helps raise awareness and appreciation of the different needs, perspectives, learning styles, and approaches to work of the five generations in our workforce.
- **Unconscious Bias Series** Interactive sessions create awareness and understanding of unconscious/implicit bias by challenging traditional thinking with discussions about blind spots and managing perceptual filters; similarity bias; bias in the talent management process; and defining microaggressions.
- **Manager's Diversity & Inclusion Leadership Development Program**
This program is first in a series designed to facilitate a deeper understanding of bias and its impact in the workplace. It equips leaders with the skills, competencies, and tools to effectively advance diversity and inclusion across organizations. More than 65% of our managers participated.
- **Inclusion, Whose Responsibility Is It?** This interactive workshop explores the characteristics of inclusive leadership and the behaviors that maximize authentic inclusion.



Fostering a Diverse & Inclusive Environment

We consistently look at who we are, how we work, and how we engage with each other to make sure we are valuing the talents, skills, backgrounds, and experiences of our diverse and inclusive team. We regularly examine our norms and strengthen our policies and procedures, especially those related to talent management.



Highlights

- We launched Empower Balance, an initiative focused on hiring more women, and hired the highest number of women in a year. We also hired the most women—67%—into our Growth Opportunities for Leadership Development (GOLD) program for recent college graduates.
- Last fall, we hosted a Leadership Development Benchmarking Summit where 55 professionals from energy companies and other industries collaborated on leadership-development practices focused on early career hires.
- Con Edison partnered with the Veterans in Energy national committee, VetsinTech, and New York Veteran's Affairs, to provide transition, retention, and professional development help to veterans.
- The new Individuals with Disabilities Steering Committee raises awareness on disability etiquette and behaviors that are supportive, inclusive, and respectful.
- Our Accommodations Review Committee addressed more than 130 requests for accommodations in 2019—reflecting an increased awareness of available resources and increased comfort in our employees openly sharing their needs.
- Action Toward Independence recognized Orange & Rockland for its employment and accommodation of a disabled veteran with a service dog funded through the Wounded Warrior Program.
- Our Clean Energy Businesses are using targeted efforts such as college recruitment fairs to increase female and minority hires by 5% and 11% respectively.

Connecting Diversity & Inclusion Throughout the Company

The success of any culture-change initiative requires the commitment, support, and engagement of the company's leadership team. Our leaders own the responsibility for creating an inclusive environment that enables everyone to feel valued, respected, and that they belong. Across the company, our leaders continue to put our diversity and inclusion strategy into action each day by supporting local employee efforts.

Highlights

- As members of CEO Action for Diversity & Inclusion, CEO John McAvoy and Orange and Rockland Utilities President Bob Sanchez participate with more than 800 peers from the world's leading companies and universities to share best practices for diversity and inclusion, increase awareness of unconscious bias, and cultivate open dialogue on complex and sometimes difficult diversity and inclusion topics.
- The presidents of Con Edison of New York and Orange and Rockland Utilities continue to host Diversity & Inclusion Roundtables for directors and general managers across the companies to share best practices. These quarterly forums have explored sexual harassment, race relations, gender inequality, and behaviors that may inhibit inclusion, as well as how to foster and maintain work environments that are free from harassment and discrimination.
- The Clean Energy Businesses hold an annual week-long Leadership Summit event for high-potential future leaders.
- Customer Operations worked with the Office of Diversity and Inclusion to develop an annual management conference; Finance leaders participated in Practice of Inclusion sessions; Corporate Shared Services expanded staff meetings incorporated workshops from the unconscious bias series.



Communicating & Engaging

We're very proud of our employees, and we love to show them off. We share their stories, photos, and videos to celebrate them in their own words. Doing so engages the women and men of Con Edison, affirms the company's value of diversity, and reinforces the importance of fostering an inclusive culture.

Highlights

- Our employee resource groups continue to expand and grow. To date, some 1,900 employees participate in one of the many new and longstanding employee resource groups across the company: Asian Professional Alliance of Con Edison, CLARO (Cultivating Leadership and Actively Realizing Opportunities, inspiring Hispanic and other employees to reach their full potential), Women of Con Ed, The Emerald Society, LGBT+ Pride, Moms On It/ Dads Matter, Orange and Rockland Utilities Multicultural Advisory Committee, and Veterans of Con Edison.
- Our Everyone Matters campaign continues to shine a positive light on employees from every corner of the company. Short videos of employees with information about their work, their families, their passions, and their motivations, play on digital screens throughout the company and interviews are posted on our intranet.
- Con Edison was a Silver sponsor of the WorldPride Stonewall 50 events in New York City marking the 50th anniversary of the Stonewall Uprising and the LGBTQ+ rights movement. More than 300 Con Edison employees, members and supporters of LGBTQ+ Pride, their families and friends participated.
- Our Women of Con Ed group is a platform for a collaborative network of women across the company to share challenges and best practices, and support personal and professional growth. Lean In Circles are monthly small-group sessions that enable women to connect, share personal experiences, and learn from each other.



Awards and Recognitions

Our commitment to diversity and inclusion is getting noticed. Both our company and our employees received recognition in 2019.

Highlights

- DiversityInc.'s Top Energy Companies for Diversity in 2019
- *LATINA Style* top companies for Latinas for the 15th year.
- *Black EOE Journal*, *HISPANIC Network Magazine*, and *Professional Woman's Magazine* Top Utilities, Energy, Gas & Oil Companies 2019.
- *Black EOE Journal*, *HISPANIC Network Magazine*, and *Professional Woman's Magazine* list of Top Supplier Diversity Programs for 2019.
- *U.S. Veterans Magazine* Top Veteran Friendly Companies 2019.
- *Military Times* top 100 Best Employers for Vets 2019 for the second year.
- National Association of Minority Contractors Unity in Diversity Awards
2019 Winner: Michael Jones-Bey
- The Asian American Business Development Center's Outstanding 50 Asian Americans in Business Award **2019 Winner: Joel Yu**
- ASPIRA of New York's Annual Circle of Achievers Award for empowering Latino youth **2019 Winner: Freddy Baez**
- Harlem YMCA's Black Achievers in Industry Award **2019 Winner: Catherine Lewis**
- YWCA of the City of New York's Academy of Women Leaders
2019 Winner: Deanne Ostrowski
- **Elizabeth D. Moore** was included in Black Enterprise's 2019 Most Powerful Women in Corporate America.
- **Robert Sanchez** and **Armando Olivera** were included in the Top 50 Latino Leaders in Energy, Oil & Gas.



Supplier Diversity

Our commitment to diversity not only creates opportunities for Con Edison employees, it also helps to foster opportunities for women- and minority-owned and small businesses. This commitment spans five decades and has generated billions of dollars for diverse firms. We are proud of the contribution that our Supplier Diversity Program has made to creating jobs and improving lives within our service territory.

Highlights

- We purchased \$317 million in goods and services from minority-owned and women-owned firms.
- We purchased \$627 million in goods and services from small businesses, the highest level in the history of the program.
- We recruited new minority- and women-owned businesses that won contracts for services including market research, conflict management, document scanning, and safety management.
- Our Energy Efficiency department partnered with Willdan Energy, Minority and Women Business Enterprise trade associations, and nonprofit Green City Force to develop contract opportunities for minority and women subcontractors and job opportunities for New York City Housing residents.
- Our Facilities Group created a program with a woman-owned business that processed and remanufactured our old furniture, which we bought back at a 40% savings. We avoided waste disposal costs, diverted over 3,000 pounds of waste from landfills, saved energy, and reduced CO2 emissions.
- We received awards from the Regional Alliance for Small Contractors and the Tri-State Chapter of the National Association of Minority Contractors for our leadership in Supplier Diversity.



Diversity by the Numbers

Total Employees

	2015		2016		2017		2018		2019	
Total	14,805		14,941		15,255		14,955		14,596	
Women	3,009	20.32%	3,063	20.50%	3,210	21.04%	3,179	21.26%	3,123	21.40%
Minorities	6,890	46.54%	7,025	47.02%	7,317	47.96%	7,220	48.28%	7,080	48.51%
Black	3,008	20.32%	3,055	20.45%	3,193	20.93%	3,121	20.87%	3,043	20.85%
Asian	1,136	7.67%	1,193	7.98%	1,272	8.34%	1,272	8.51%	1,256	8.61%
Native American	24	0.16%	27	0.18%	33	0.22%	36	0.24%	40	0.27%
Hispanic	2,570	17.36%	2,600	17.40%	2,667	17.48%	2,647	17.70%	2,599	17.81%
Caucasian	7,915	53.46%	7,916	52.98%	7,938	52.04%	7,735	51.72%	7,516	51.49%
Pacific Islander	28	0.19%	27	0.18%	28	0.18%	28	0.19%	30	0.21%
Two or More Races	124	0.84%	123	0.82%	124	0.81%	116	0.78%	112	0.77%

Total Hires

	2015		2016		2017		2018		2019	
Total	991		1,134		1,133		609		516	
Women	254	25.63%	312	27.51%	352	31.07%	192	31.53%	200	38.76%
Minorities	509	51.36%	570	50.26%	617	54.46%	307	50.41%	296	57.36%
Black	190	19.17%	255	22.49%	298	26.30%	111	18.23%	124	24.03%
Asian	120	12.11%	133	11.73%	119	10.50%	74	12.15%	57	11.05%
Native American	3	0.30%	6	0.53%	6	0.53%	3	0.49%	4	0.78%
Hispanic	189	19.07%	173	15.26%	187	16.50%	116	19.05%	105	20.35%
Caucasian	482	48.64%	564	49.74%	516	45.54%	302	49.59%	220	42.64%
Pacific Islander	5	0.50%	1	0.09%	3	0.26%	2	0.33%	4	0.78%
Two or More Races	2	0.20%	2	0.18%	4	0.35%	1	0.16%	2	0.39%

Total Promotions

	2015		2016		2017		2018		2019	
Total	1,111		1,304		1,333		1,158		1,176	
Women	233	20.97%	311	23.85%	322	24.16%	213	18.39%	265	22.53%
Minorities	516	46.44%	633	48.54%	657	49.29%	535	46.20%	574	48.81%
Black	207	18.63%	241	18.48%	234	17.55%	192	16.58%	225	19.13%
Asian	92	8.28%	95	7.29%	129	9.68%	115	9.93%	95	8.08%
Native American	2	0.18%	4	0.31%	2	0.15%	3	0.26%	6	0.51%
Hispanic	199	17.91%	280	21.47%	277	20.78%	208	17.96%	233	19.81%
Caucasian	595	53.56%	671	51.46%	676	50.71%	623	53.80%	602	51.19%
Pacific Islander	3	0.27%	2	0.15%	2	0.15%	7	0.60%	7	0.60%
Two or More Races	13	1.17%	11	0.84%	13	0.98%	10	0.86%	8	0.68%

