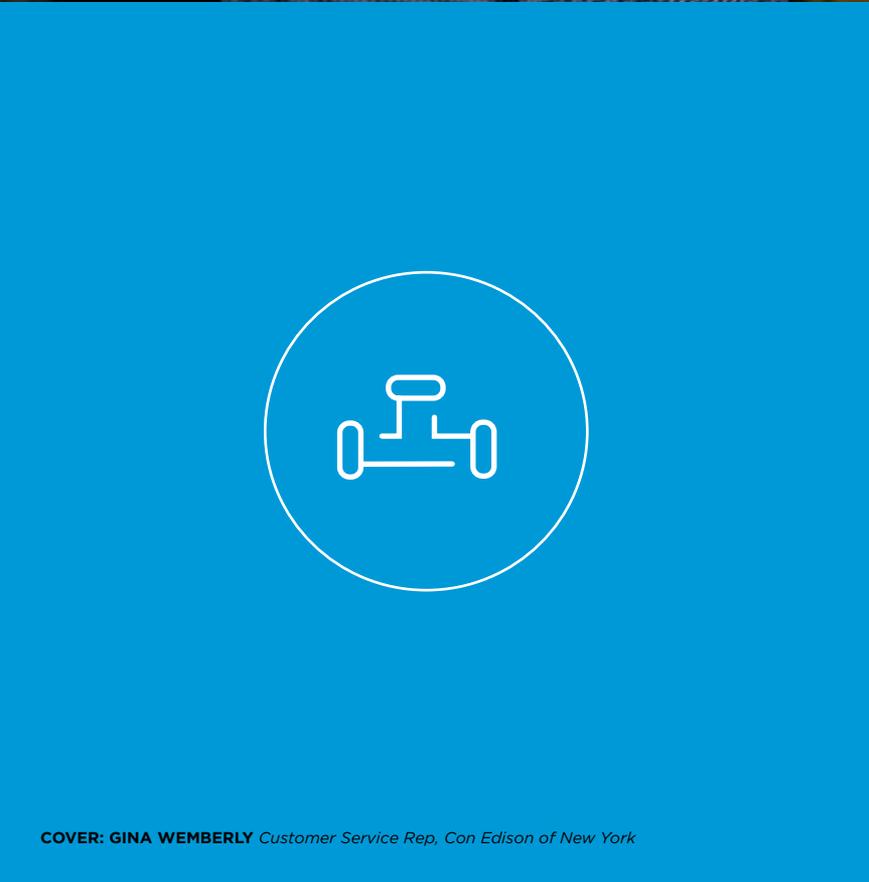




# Diversity & Inclusion



COVER: GINA WEMBERLY *Customer Service Rep, Con Edison of New York*

## Diversity & Inclusion

We are enormously proud of the talented and dedicated women and men of Con Edison. The employees who appear in this report reflect the extraordinary diversity of our company and the great region we serve.



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## Every One of Us Matters



**Joan Jacobs**  
Vice President,  
Learning and Inclusion

**John McAvoy**  
Chairman and CEO

The work we do is exciting. Big changes in technology, policy, and customer expectations are creating extraordinary opportunities for us. We're finding new ways to excel at the work we do, eliminate accidents and injuries, and elevate the experience of our customers.

And at center stage of it all are the 15,000 exceptional women and men of Con Edison.

Our diversity — and our deepening culture of inclusion — empower us all to see more clearly, think more broadly, and engage more fully as we evolve, innovate, and imagine the future ahead.

In 2016, we continued our strategy to strengthen inclusion. We expanded training to build the knowledge, skills, and abilities we need to create a culture where every one of us feels valued, important, and part of the team. More and more of us better understand and appreciate now what inclusion means, why it's important, and how it amplifies diversity.

Our officers and senior managers are more engaged than ever. Senior leaders are focused on their own self-awareness, strengths, and opportunities. We count on our senior leaders to show what each of us can do to value each other's differences, seek alternative perspectives, and encourage everyone to speak up.

We're committed to making sure our workforce reflects the communities we serve. For example, we aim to keep hiring and retaining women in nontraditional roles. To that end, we formed a new women's coalition to address gender-related challenges in the workplace. We also are increasing our efforts to recruit and employ veterans.

We are proud of our progress. But we know our work has just begun. Creating a culture of fairness, respect, and inclusion takes time, consistent effort, and conscious practice.

Every one of us matters. An inclusive culture draws us in and boosts us up to give our best — to stand behind our work, see the customer's point of view, and strive for zero accidents and injuries. Our future ahead depends on us all.

## Valuing Diversity and Advancing Inclusion



**Nicole Leon**  
Director, Office of Diversity  
and Inclusion

Valuing diversity and advancing inclusion is not a destination — it is an ever-evolving journey we continue to take in support and recognition of our employees, customers, and stakeholders.

In 2015, we introduced our corporate-wide strategy for diversity and inclusion and actively worked to lay the foundation necessary to foster an inclusive culture. We created a common language for diversity and inclusion, encouraged open conversations, and increased understanding of the behaviors necessary to foster an inclusive work environment.

To continue the momentum into 2016 and beyond, we focused on engaging employees at all levels. We work to build our cultural competence and increase our awareness of unconscious bias and how it impacts the way we view the world. Our backgrounds and experiences drive our behaviors, actions, and decision-making. Being aware of our biases helps us to be purposeful in our actions, treat each other with respect, and truly embrace the different dimensions of diversity that we all embody. Inclusion is the key that unlocks the true potential of diversity.

This report shares the details of our journey, our strategy, and our four key areas of focus:

1. Fostering an inclusive culture
2. Advancing inclusion through learning
3. Communicating and engaging
4. Connecting inclusion throughout the company

## Who We Are

Con Edison is one of the nation's largest investor-owned energy companies. We provide a wide range of energy-related products and services through our businesses:

- Con Edison of New York delivers electricity, natural gas, and steam in New York City and Westchester.
- Orange and Rockland Utilities delivers electricity and natural gas in parts of New York and New Jersey.
- Con Edison Clean Energy Businesses develops, owns, and operates renewable-energy projects and provides energy-related products and services to wholesale and retail customers.
- Con Edison Transmission invests in electric and gas transmission projects.

The power of our company is in the 14,941 women and men that make up Con Edison. Our employees reflect the diversity of the communities we serve — diverse across cultures, ethnicities, sexual orientation, physical abilities, backgrounds, and perspectives.

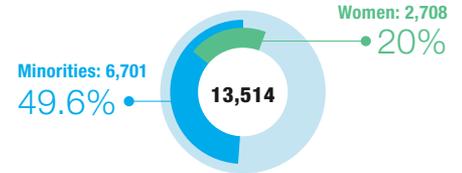
At 47 percent, minorities make up nearly half of our workforce. The percentage of women has grown to 21 percent.

As the corporate diversity and inclusion strategy takes root across the company, we see positive results in the hiring and promotion of diverse people. Of the 1,134 employees hired in 2016, 50 percent were minorities and 28 percent were women. Minorities accounted for 49 percent of all promotions in 2016, up from 46 percent in 2015. Twenty-four percent of promotions were women, up three percent from 2015.

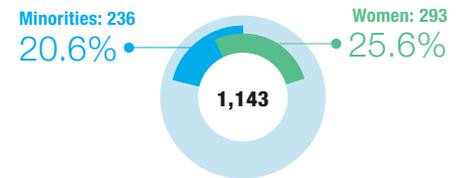
Minorities and women each hold 30 percent of band 4 (general managers and directors) and above positions.

### Con Edison, Inc., Total Employees

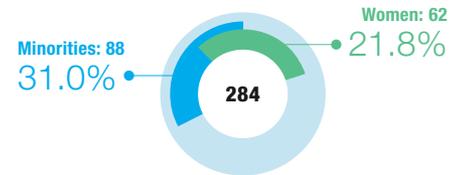
#### Con Edison of New York



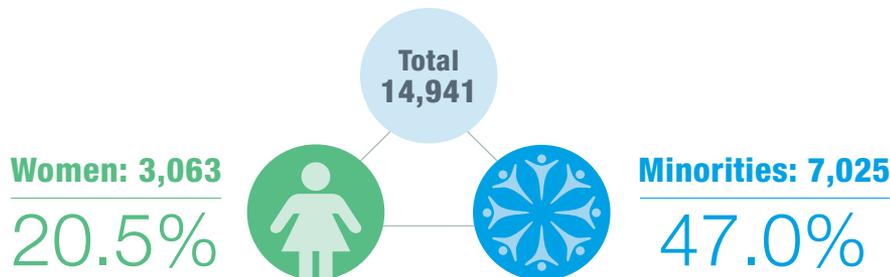
#### Orange and Rockland Utilities



#### Clean Energy Businesses



### Con Edison, Inc., Total Employees



# FOSTERING AN INCLUSIVE CULTURE

To foster an inclusive culture, we consistently look at who we are, how we work, and the ways in which we engage with each other. We regularly examine and strengthen our policies, our procedures, and our norms, especially those related to our talent-management processes. The way we recruit, develop, and retain employees demonstrates what we value. We value the talents, skills, backgrounds, and experiences of a diverse and inclusive team.

## Attracting Talented Employees

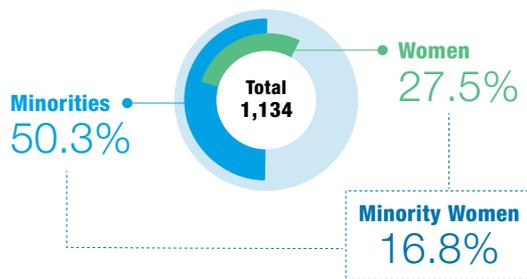
Achieving an inclusive culture starts with attracting and recruiting candidates who represent the vast diversity of the many communities we serve. Our strategy is to seek talented candidates from a variety of sources, including the Internet, targeted job fairs, partnerships with academic institutions, professional industry associations, the military, specialty firms, and other organizations. By partnering with colleges and universities, we tap into the talented pool of tomorrow – the next generation of employees who will help us lead, grow, and develop innovative and creative solutions for our customers today and into the future.

### INTERNET AND SOCIAL MEDIA

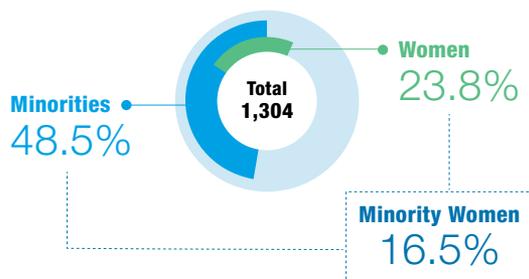
The Internet and social media have become core elements of our recruiting strategy. These tools allow us to connect with candidates from a variety of backgrounds and experiences, including veterans and individuals with disabilities.

We use a variety of Internet and social-media networks including LinkedIn, Indeed, America's Job Exchange, Military.com, HireDS.com (Hire Disability Solutions), and Abiliteen.com. Indeed alone attracts more than 200 million visitors a month with sites such as WomensJoblist.com, Diversity-Jobs.com, Hispanic-Jobs.com, Militarybases.com, Asian-jobs.com, and Goodwill.org within their network. Monster.com's Diversity Job

2016 Minorities and Women Hired



2016 Minorities and Women Promoted



Network offers us the opportunity to engage active job seekers through more than 35 diversity social-network sites such as AsianLife, BlackWomen Connect, HBCU Connect, Huff Post – Women, Huff Post Latino Voices, and Huff Post 50, connecting us with African-American, Latino, and Asian-American job seekers.

Con Edison Clean Energy Businesses accesses the Indeed Military resume database to identify veterans for inclusion in our applicant pipeline. We use the job board to expose jobs to aggregators like DirectEmployers, Indeed, Glassdoor, LinkedIn, Monster, Recruit.net, and TheLadders.

### **CAREER AND JOB FAIRS**

Through participation in job fairs hosted by local educational institutions, such as The City University of New York, State University of New York, and Westchester Community College, Con Edison of New York is well positioned to engage students who may be interested in employment in the utility and energy industry.

The company also took part in college-sponsored career events like the National Society of Black Engineers and the Society of Hispanic Professional Engineers fairs at Rensselaer Polytechnic Institute.

Orange and Rockland Utilities also participated in college and job fairs focused on diversity both in and out of the service territory. The company further developed partnerships with various institutions to create a pipeline of candidates with technical skills necessary for some of our “hard-to-fill” positions. In 2016, Orange and Rockland participated in 12 job fairs and six college events.

Con Edison Clean Energy Businesses took part in college fairs at Pace University and Manhattan College. Through our intern program and partnership with local schools, we gained full-time hires post-graduation.

In an effort to recruit individuals for high-skilled jobs within a remote, sparsely populated solar plant location, in Haskell, Texas, Con Edison Development organized a job fair with the local chamber of commerce. We also advertised jobs in the *Abilene Reporter News* in Abilene, Texas. Abilene has a population of over 100,000 and is the largest populated city near Haskell. We advertised on the Haskell Chamber of Commerce Facebook page and interviewed more than two dozen candidates at Haskell City Hall.

“Big changes in technology, policy, and customer expectations are creating extraordinary opportunities for us.”

“We’re finding new ways to excel at the work we do, eliminate accidents and injuries, and elevate the experience of our customers.”

### ***Recruiting Veterans***

We continue to strengthen our partnerships with veteran-serving organizations to create a hiring pipeline of veterans.

Through our partnership with the Center for Energy Workforce Development and Troops to Energy Jobs, Con Edison worked with National Grid to create a natural gas “boot camp” for the Northeast. Together, we joined forces with the U.S. Army, Fort Drum, and Jefferson Community College to create a six-week, natural-gas boot camp for military personnel in their final months of active duty. The boot camp pilot program trains transitioning veterans for mechanic positions to meet forecasted hiring needs over the next five years. The first orientation was held at Fort Drum in September 2016.

We also continued our membership with the 100,000 Jobs Mission Coalition, a consortium of military-friendly companies. Veterans who visit the coalition website can explore Con Edison job listings. Con Edison also participated in key strategic recruiting activities for veterans such as New York State Troops to Energy Jobs Consortium Career Fair for Veterans, Hiring Our Heroes Job Fair, and participation at the annual New York City Veterans Day expo. In 2016, six percent of the new employees at Con Edison of New York and Orange and Rockland were veterans.

Our efforts in 2016 also included hosting Memorial Day celebrations throughout the service territory, in partnership with local leadership teams and leaders of Local 1-2 of the Utility Union of America and Local 3 and Local 503 of the International Brotherhood of Electrical Workers. We marched in the 2016 New York City Veterans Day Parade, joined by employee veterans, family members, and peers from the New York Power Authority and Public Service Enterprise Group. To continue to learn and adopt best practices, we participated in the 2016 Veterans in Energy Summit in Washington, D.C. Veterans in Energy is a national employee resource group that provides transition, retention, and professional development support to military veterans working in energy. A sister organization to Troops to Energy jobs, Veterans in Energy is a member organization that provides support to the growing population of veterans who have chosen energy careers.

Con Edison Clean Energy Businesses recruited veterans and former service members through a partnership with Orion International, a leading provider of best-in-class military-talent programs. Several members of our team in Tampa, Florida, and recruiters attended two offsite job fairs. In addition, we conducted an onsite recruiting event exclusively for Con Edison Solutions in our Tampa office. Our combined efforts resulted in 10 military hires in 2016 representing nine percent of our total new hires. Overall, our veteran employee population increased to seven percent in 2016, up from three percent in 2015.

### **External Diversity Partners**

Working closely with a variety of diversity-related organizations helps us develop and nurture a pipeline of talented employees. These partnerships also help us connect with a broader group of talent, many of whom are difficult to attract through traditional channels.

In support of our ongoing commitment to education in science, technology, engineering, and math (STEM), we continue to partner with the National Action Council for Minorities in Engineering STEM Integration Model program, National Grid, the New York City Board of Education, LaGuardia Community College, and Energy Tech High School — a career technical high school where students can obtain college credits and pursue an associate's degree, while learning utility-industry skills.

We collaborate with school faculty to provide workplace visits, job shadowing, and a robust mentoring program. In 2016, we hosted our first paid summer internship program through our partnership with Energy Tech High School.

To attract more women to nontraditional careers, we continue to collaborate with Nontraditional Employment for Women, Hour Children, Hostos Community College, and Helmets to Hardhats.

Orange and Rockland Utilities also worked to increase the number of women in nontraditional jobs by continuing its partnership with the Society of Women Engineers (SWE). In addition to attending the SWE annual conference, we posted opportunities and reviewed resumes of SWE members at the SWE career center.

### **Internship Programs**

Con Edison of New York offers college and high school students an opportunity to gain valuable work experience as they learn about the company's varied operations and career opportunities. In 2016, Con Edison hired 131 co-op interns, of which 87 percent were minorities and 30 percent were women.

Con Edison's summer intern program is yet another opportunity to provide a diverse group of students with exposure to the company and potential career opportunities. In 2016, we hired 168 summer interns of which nearly 46 percent were minorities and 30 percent were women.

Orange and Rockland Utilities offers college and high school students opportunities to gain valuable work experience as they learn about the company's varied operations and career opportunities. In 2016, Orange and Rockland Utilities hired 19 summer interns, of which 26 percent were minorities and 21 percent were women.



“At center stage  
are the 15,000  
exceptional  
women and men  
of Con Edison.”

### ***Growth Opportunities for Leadership Development (GOLD) Program***

Our GOLD Program introduces recent college graduates to the dynamic utility industry in a unique training environment that encourages critical thinking, initiative, and open communication. We recruit ambitious early-career professionals from a variety of schools to begin their leadership journey at Con Edison. We partnered with organizations such as the Society of Women Engineers, American Association of Blacks in Energy, and IEEE (Institute of Electrical and Electronics Engineers) to attract a diverse population of engineers and GOLD candidates. In 2016, we recruited 34 management associates into the GOLD Program, of which 47 percent were minorities and 50 percent were women.

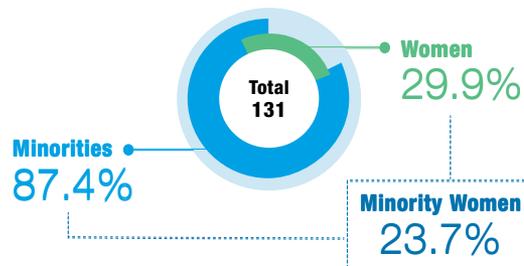
### ***Tools for Employees Advancing Into Management (TEAM) Program***

The TEAM Program is a developmental opportunity designed to give recently promoted union employees the tools they need to successfully transition into management roles. The program provides technical and leadership training to create a core of skilled management professionals to help lead Con Edison into the future. In 2016, a total of 85 employees successfully completed the program.

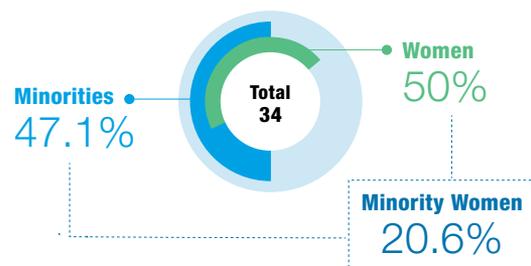
### ***College Hiring***

Our Hiring College Graduates Program continues to provide a platform to recruit a diverse group of college graduates into management positions, specifically into the new “entry professional” title. In 2016, we hired 15 entry-level professionals, of which 27 percent were women and 47 percent were minorities.

**2016 Minority and Women Co-op Interns**



**2016 Minority and Women GOLD Associates**



## Affinity and Employee Resource Groups

Con Edison's affinity and employee resource groups bring together employees with common interests and experiences. These groups promote inclusion and employee engagement in the workplace through objectives that align with our company values.

### **LGBT Pride**

LGBT Pride at Con Edison promotes a welcoming and inclusive workplace for lesbian, gay, bisexual, and transgender (LGBT) employees and their allies. LGBT Pride serves as an advocate while providing information and resources on issues concerning sexual orientation, gender identity, and gender expression, as they affect employees and their dependents.

In 2016, the group helped produce a Pride Month simulcast featuring LGBT employees, provided input on how the new parental-leave policy for management employees would affect LGBT families, and worked with the Office of Diversity and Inclusion to provide support to transgender employees and their families.

### **Moms ON IT**

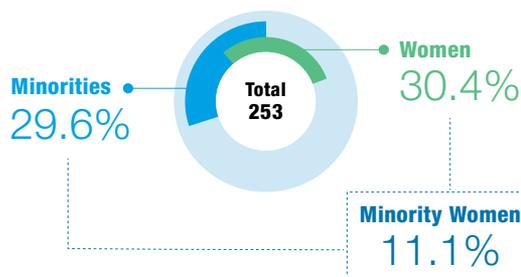
The mission of Moms ON IT is to help all parents at Con Edison of New York and Orange and Rockland Utilities balance work and parenting responsibilities by building strong family relationships, developing healthy and effective parenting strategies, preparing for the birth or adoption of a child, and helping parents transition back to work after parental leave to achieve a greater work-life balance.

Moms ON IT launched a group in 2016 called Dads Matter that focuses on the parenting role of fathers.

Moms ON IT and Dads Matter provide opportunities for mothers and fathers to support one another by sharing information, concerns, ideas, and resources at brown-bag lunch meetings. These meetings are open to all employees and are often facilitated by counselors, human resources professionals, registered dietitians, and other subject-matter experts.

“We expanded training to build the knowledge, skills, and abilities we need to create a culture where every one of us feels valued, important, and part of the team.”

### **2016 Minorities and Women General Managers, Directors and Above**



“We count on our senior leaders to show what each of us can do to value each other’s differences, seek alternative perspectives, and encourage everyone to speak up.”

### ***Multi-Cultural Advisory Committee***

Orange and Rockland Utilities’ Multi-Cultural Advisory Committee worked with Human Resources on several diversity and inclusion initiatives. To continue to advance inclusion and promote diversity, the committee sponsored several lunch-and-learn sessions that included speakers and engaging activities highlighting African-Americans in the military, LGBT employees, women in energy, and cultural diversity.

### ***Women of Con Edison***

Women of Con Edison forums provide an opportunity for women across the company to gather together to learn and grow through facilitated dialogue and networking. A key focus is making sure that women have the skills and tools necessary for success. Discussions often address self-awareness, tools, and options for career development. In 2016, we offered a session entitled Harness the Power of Networking, featuring Dr. Joi C. Spraggins, president of Legacy Pathways.

### ***The Women’s Coalition***

To drive significant and sustainable improvements for women in field positions, we established The Women’s Coalition. The coalition is a partnership of women from both union and management working together to:

- proactively identify gender-related workplace challenges
- collaborate with leaders and colleagues to develop and implement solutions
- leverage male support for diversity and inclusion efforts at all work locations
- serve as a resource for recruitment, development, and retention of women
- hold events to foster communication on the group’s work

We are proud of this effort that brings together union and management in partnership to support diversity and inclusion.

## Career Development

Con Edison supports employees in their career development goals. In 2016, employees participated in 11 Strategic Issues Seminars designed to broaden knowledge and awareness of leadership and industry best practices. Throughout the year, we also facilitated career-development information sessions, helping employees to plan and achieve their short- and long-term professional goals. In addition, coaching, career counseling, and workshops are available to all employees on topics such as interviewing skills, resume writing, effective communication, and conflict management.

To support broad employee development, we designed and implemented a new Career Management Resource site. The site provides comprehensive tools and resources to help employees proactively manage their careers. Some of the site's major features include individual assessment tools, career-planning resources, coaching and training resources, resume-building tools, interviewing tips, and information on job openings within the company.

*Development Plan Workshop* is an engaging session designed to help management employees create a comprehensive professional-development plan. Each participant's manager provides input into the creation of the development plan to ensure it includes specific, measurable, and realistic goals.

*Managing Workplace Conflict* is a course where employees learn how to effectively address conflict, leading to more collaborative interactions and conversations in the workplace.

*Situational Leadership II Concepts* is an interactive workshop that explores leadership styles and best practices to foster employee development. Participants learn to assess employees' developmental levels and implement the appropriate leadership style to achieve desired objectives.

*Leadership Challenge II* uses business simulation and in-class exercises to enhance the skills of middle and senior managers in managing productive teams, building relationships, and driving change for continuous improvement.

*Business Academy* is Con Edison's premiere leadership program focused on operational knowledge and executive leadership development for senior managers. In 2016, we introduced a new business simulation that allowed participants to fully engage in interactive, results-driven activities to challenge their perspectives on driving business success.



“Creating a culture of fairness, respect, and inclusion takes time, consistent effort, and conscious practice.”

## Mentoring Programs

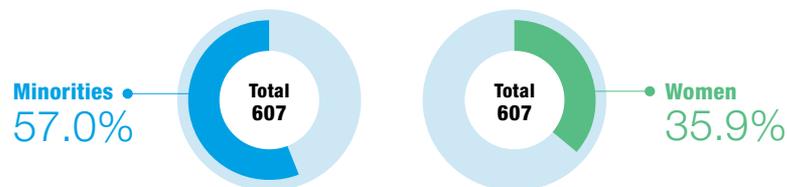
Con Edison’s three formal mentoring programs — Executive, Corporate, and Women in Nontraditional Careers (WINC) — support the development of a diverse and inclusive workforce.

In 2016, the Executive Mentoring participants attended an interactive workshop called Starting Strong, facilitated by the Center for Mentoring Excellence. The Corporate and WINC Mentoring program participants had the opportunity to attend three learning forums, including *Mentoring: Getting the Most Out of It*; *Improving Communications: Are Your Actions Aligned with Your Aspirations*; and a career information fair designed to allow a unique networking opportunity for participants to gain insight and learn more about various departments within the company. In addition, we launched a pilot mentoring program to support the growth and development of Customer Operations representatives at Orange and Rockland Utilities.

## Tuition-Aid Program

The Tuition-Aid Program offers reimbursement to eligible employees who seek higher education to enhance their careers. Employees may qualify for up to 100-percent reimbursement of tuition costs after successfully completing a degree. In 2016, 607 employees took advantage of tuition aid. Of these employees, 57 percent were minorities and more than 36 percent were women. In 2016, 148 employees received their degrees through the program. Of those who graduated in 2016, 55 percent were minorities, and more than 34 percent were women.

### 2016 Minorities and Women in Tuition-Aid Program



## ADVANCING INCLUSION THROUGH LEARNING

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Training is a fundamental element of our diversity and inclusion strategy. It is part of our long-term commitment to creating a workforce that is engaged and has the key skills and abilities to realize the full benefits of our diverse workplace.

In year one of our strategy implementation, we offered an array of learning opportunities for our employees through basic training that advanced a consistent level of understanding about diversity and inclusion across the company. We launched a new Web-based training course for all employees. Through engaging stories and interactive exercises, the course provides a common language and understanding of the value of diversity and inclusion, and reinforces the importance of demonstrating behaviors that support our company values of service, honesty, concern, courtesy, excellence, and teamwork. All newly hired employees are required to complete this training to ensure a foundational understanding of what it takes to foster an inclusive environment.

Last year, we stepped up to provide advanced training to build cultural competencies for how we lead ourselves, how we lead others, and how we lead the company. Our goal is to create a culture of self-awareness and mutual respect among employees, and to ensure a workplace in which workers feel not only respected, but valued and included. To advance this effort, we made use of a variety of learning methods and techniques, beginning with assessments of individual levels of cultural competence, which then became useful in mapping out the stages that will lead to a sustainable inclusive culture.

The Office of Diversity and Inclusion conducted in-person training for more than 2,500 employees across the company. The training included diversity and inclusion awareness, education sessions for newly hired and current employees, an overview of equal employment opportunity laws and company policies, preventing and addressing sexual harassment, speaking up, and transgender awareness. We also continue to provide new supervisors with training designed to promote inclusive and discrimination-free decisions, empowering them to act as company role models.

We presented a Strategic Issues Seminar *Learn How to Manage Your Unconscious Bias* to provide a deeper look at unconscious bias and the impact of perceptual filters on our workplace interactions and relationships. Through skill-building activities and group discussions, attendees gained practical tips to show appreciation for others and promote inclusion.



## Leadership Academy for Supervisors

*Leadership Academy for Supervisors* is designed to help prepare our field and office supervisors to handle the increasing diversity of people, technology, and processes in our work environment. The academy provides all supervisors, both new and experienced, with the skills, knowledge, and abilities to become more effective in their roles. The core curriculum provides training on essential leadership skills ranging from coaching to managing workplace conflict, as well as corporate-wide training requirements related to safety, compliance, and diversity and inclusion. In 2016, a total of 38 participants completed the program.

An important component of the academy is *Management Associated Results Company (MARC) Training*. MARC training provides participants with techniques, tools, and resources to effectively manage performance, resolve conflicts, and promote collaborative union/management relationships. MARC training has been successfully implemented at utilities across the country. Early results, including a pilot program in Central Operations, indicate that the program will help foster better working relationships between supervisors and their employees. Through 2016, a total of 1,061 supervisors and managers have participated in this training.

## COMMUNICATING AND ENGAGING

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We celebrate and honor the diversity of our employees through the use of targeted and engaging communications. Our communications provide an opportunity to reinforce the important role that each employee plays in fostering an inclusive workplace.

- In 2016, Con Edison of New York and Orange and Rockland Utilities launched the Everyone Matters campaign. Everyone Matters features a broad range of diverse employees from all over the company in short, eye-catching videos with engaging copy that play on company screens throughout our service area. These videos bring diversity and inclusion to life by highlighting a different employee every two weeks throughout the year.
- Con Edison of New York and Orange and Rockland Utilities' Veteran Steering Committee, consisting of union and management team members, continued efforts to implement a strong veteran recruitment and retention strategy through strategic partnerships and best practices. Efforts in 2016 included hosting Memorial Day celebrations throughout the service territory, in partnership with local leadership teams and leaders of Local 1-2 of the Utility Workers Union of America and Local 3 and Local 503 of the International Brotherhood of Electrical

Workers. We marched in the 2016 New York City Veterans Day Parade, joined by employee veterans, family members, and peers from the New York Power Authority and Public Service Enterprise Group. To continue to learn and adopt best practices, we participated in the 2016 Veterans in Energy Summit in Washington, D.C. Veterans in Energy is a national employee resource group that provides transition, retention, and professional development support to military veterans working in energy. A sister organization to Troops to Energy jobs, Veterans in Energy is a member organization that provides support to the growing population of veterans who have chosen energy careers.

“Our future ahead depends on us all.”

## CONNECTING INCLUSION THROUGHOUT THE COMPANY

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The success of any culture-change initiative requires the commitment, support, and engagement of the company’s leadership team. Our leaders set the tone and direction, serve as role models for employees, and ensure that our diversity and inclusion efforts directly align with our corporate business objectives. To advance diversity and inclusion across the company, we engaged in the following activities in 2016:

### Diversity and Inclusion Council

Our Diversity and Inclusion Council, a group of senior leaders from across the company that serves as the overarching planning and advisory body for creating a diverse and inclusive workplace, participated in the review of policies, procedures, and systems that can help advance our diversity and inclusion strategy.

### Leadership Inclusion Roundtables

Each quarter, the presidents of Con Edison of New York and Orange and Rockland Utilities host leadership inclusion roundtables for leaders across the companies to share ideas and best practices to help drive inclusive behaviors. In 2016, a Diversity and Inclusion Roundtable forum was presented to the company’s top leadership team to address emerging inclusion-related issues, explore contemporary topics in diversity and inclusion, and discuss strategies to drive inclusive behaviors, policies, and practices.



## Corporate Recognition

### **DIVERSITYINC RANKS CON EDISON A TOP U.S. UTILITY**

Con Edison placed on *DiversityInc*'s list of top energy companies in 2016 for hiring, training, and promoting a diverse workforce. *DiversityInc* identifies companies that have worked hard to create inclusive workplaces, reach diverse customers, and have strong supplier diversity.

### **CON EDISON NAMED TO BEST OF THE BEST ROSTER**

*Hispanic Network* magazine named Con Edison to its 2016 Best of the Best roster of the nation's top companies for diversity. Con Edison placed on the lists of *Top Supplier Diversity Programs* and *Top Utilities, Energy, Oil & Gas Companies*. The magazine chose the winners from among hundreds of Fortune 1000 companies.

### **LATINA STYLE SELECTS CON EDISON AS A TOP COMPANY**

*LATINA Style* magazine selected Con Edison from more than 800 companies as one of the 50 best companies for Latinas for the 12th year. The winning companies were highlighted for their dedication to diverse recruitment and promotion initiatives.

### **BLACK ENTERPRISE MAGAZINE NAMES CON EDISON A TOP 50 COMPANY**

Con Edison again won a place on *Black Enterprise* magazine's list of Top 50 Best Companies for diversity. The list honors companies that are the best of the best in executing policies and developing a culture that promotes inclusion for African-Americans within their workforce, senior management, corporate boards, and outside suppliers.

# Employee Recognition

## LIVING OUR VALUES AWARD

The Living our Values (LOV) award is Con Edison's highest honor. The LOV award recognizes employees who exemplify the company's three priorities: safety, operational excellence, and providing a +1 customer experience.

## 2016 LOV AWARD RECIPIENTS

**Robert Fristachi**, Designer L1-2, Design Engineering

**Tohma Gadson-Shaw**, Field Operations Planner, Supply Chain

**Christine Melovitz-Goh**, Specialist, Construction Management Electric

**Christina Sam**, Bilingual Customer Assistance Supervisor, Customer Assistance

**Ricardo R. Velasquez**, Operating Supervisor, Manhattan Electric Construction

**Kevin Walline**, Splicer L1-2, Brooklyn/Queens Underground and Equipment

## VANY VARGAS HONORED AS LATINO CORPORATE ACHIEVER

Vany Vargas, director, Labor Relations at Orange and Rockland Utilities, received the 2016 Latino Corporate Achiever award from ASPIRA. The national nonprofit group recognized Ms. Vargas for her efforts in making a difference in the Latino community.

## RICA JOHNSON NAMED TO YWCA-NYC ACADEMY OF WOMEN LEADERS

YWCA-NYC named Rica Johnson, director, Supply Chain, to its Academy of Women Leaders. This recognition goes to top women executives and recognizes their outstanding professional achievements, civic commitment, and demonstrated leadership.

## ROD HERBERT AND DAVID PEARCE HONORED AS BLACK ACHIEVERS IN INDUSTRY

Rod Herbert, Facilities Operations and Maintenance, and David Pearce, Regional Engineering, were honored at the 46th Annual Harlem YMCA National Salute to Black Achievers in Industry Awards. The award recognizes African-American professionals who exemplify self-improvement, diligence, community service, and advancement of corporate environmental excellence goals.

“Working closely with a variety of diversity-related organizations helps us develop and nurture a pipeline of talented employees.”

### **ANITA MA RECEIVES OUTSTANDING ASIAN AMERICAN IN BUSINESS AWARD**

The Asian American Business Development Center named Anita Ma, director, Environment, Health & Safety, as one of its 50 Outstanding Asian Americans in Business. The national organization honored Ms. Ma for her outstanding leadership and dedication to the communities Con Edison serves. The award highlights the contributions and achievements of Asian-American entrepreneurs and business professionals.

### **NICOLE LEON NAMED TO BLACK ENTERPRISE LIST OF TOP EXECUTIVES IN CORPORATE DIVERSITY**

Nicole Leon, director of the Office of Diversity and Inclusion, was recognized by *Black Enterprise* magazine among the top professionals who champion inclusion in their companies.

### **LORI STAWICKI HONORED BY BUSINESS COUNCIL OF WESTCHESTER**

The Business Council of Westchester named Lori Stawicki, manager, Energy Services, as one of its 2016 Forty Under Forty Rising Stars. Each year, the council selects 40 young leaders who help make Westchester County a vibrant business community. Modeled after the national business recognition program Forty Under Forty, the Rising Stars award program honors individuals under the age of 40 who surpass expectations in their professions.

“We celebrate and honor the diversity of our employees through the use of targeted and engaging communications.”

## **Investing in Diverse Suppliers**

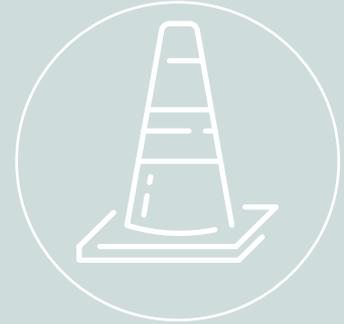
Con Edison of New York and Orange and Rockland Utilities continued to contribute to the economic vitality of the communities we serve. Our commitment to diversity has not only led to the creation of jobs within our workforce, but it has also helped to create contract opportunities for small businesses and minority- and women-owned businesses. These suppliers helped our company deliver safe, reliable, and sustainable energy services to our customers.

Last year, Con Edison of New York and Orange and Rockland Utilities purchased \$292 million in goods and services from these diverse firms. Including expenditures with nondiverse small businesses, we surpassed the half-billion dollar milestone for the first time. This is significant because small businesses are the major driver for job creation in our economy.

In 2016, Supplier Diversity expenditures increased 53 percent for materials and construction services related contracts. Our Supplier Diversity Program is an exciting initiative that harnesses the talent of minority- and women-owned businesses in support of our company’s strategic priorities of safety, operational excellence, and customer experience:

## SAFETY

In support of our Supply Chain team's drive to leverage vendors to address specific challenges, the Supplier Diversity Program recruited a minority-owned business and collaborated with Research and Development, Transmission Operations, and Substation Operations through two phases of testing to develop technology that will identify the release of dielectric fluid in manholes throughout Con Edison's underground network. These efforts will result in safer working conditions for our workforce, and minimize the spread of environmentally hazardous substances. In recognition of this successful collaboration, our team won an Environmental Health and Safety award.



## OPERATIONAL EXCELLENCE

Minority- and women-owned businesses supported operational excellence by providing over \$30 million worth of staffing services that were used to implement important projects throughout the company. In 2016, a minority-owned business, Strategic Supply Chain & Six Sigma Consulting, won a contract award to assist our Supply Chain with Six Sigma training, an operational excellence process-transformation project that will help us improve efficiencies and reduce costs.

## CUSTOMER EXPERIENCE

The Supplier Diversity Program is also using minority- and women-owned businesses to help support the changing business needs of our company. One notable example is a contract award made to a minority-owned technology firm in association with a smart-meter initiative that will enable us to improve the reliability of our service, allow customers to participate in the generation of distributed energy, and redefine how we interact with our customers.

## DEVELOPING DIVERSE SUPPLIERS

In order to develop the capacity of diverse vendors and build a pipeline of minority- and women-owned businesses that can compete on the basis of cost, quality, and innovation, we continued to work with local community-stakeholder groups as well as local and national trade associations including:

- New York and New Jersey Minority Supplier Development Council
- Women Presidents' Educational Organization
- New York City Department of Small Business Services' Corporate Alliance Program/ Columbia University Construction Mentorship Program
- Regional Alliance Clearinghouse for Small Contractors
- Goldman Sachs 10,000 Small Businesses program and Procurement Technical Assistance Centers affiliated with LaGuardia College



- South Bronx Overall Economic Development Corporation
- Orange County Chamber of Commerce

In 2016, we collaborated with these organizations to host and/or participate in outreach events to supplement our recruitment efforts. We also partnered with our procurement team to host targeted matchmaker sessions for qualified vendors who exhibit the potential to help us deliver safe, reliable, and sustainable energy to our customers.

### **LEADERSHIP IN SUPPLIER DIVERSITY**

In recognition of our demonstrated commitment and leadership, Con Edison received Supplier Diversity excellence awards from the following organizations: Edison Electric Institute, Society of Indo-American Engineers & Architects, and the local chapter of the Women Business Entrepreneurs National Council.

## **Cultivating Community Partnerships**

Con Edison offers financial and in-kind support to local nonprofit groups whose activities advance strong, vibrant communities. The following organizations exemplify our commitment to supporting diversity in our service area:

### **EDUCATION FUND OF THE WOMEN'S FORUM OF NEW YORK**

The Education Fund of the Women's Forum awards annual scholarships to encourage mature women to fulfill their potential through the pursuit of an undergraduate college education and to enhance their capacities to provide productive and supportive service to their communities. Con Edison provides support for the Education Fund to assist women overcoming adversity and restructuring their lives for success. Virtually all have successfully earned college degrees; many have gone on to Masters' degrees, particularly in the fields of education and social work.

### **FOUNDATION FOR ETHNIC UNDERSTANDING**

The Foundation for Ethnic Understanding (FFEU) is dedicated to promoting racial harmony and strengthening intergroup relations. The organization is committed to the belief that direct, face-to-face dialogue between leaders of ethnic communities is the most effective path toward the reduction of bigotry and the promotion of reconciliation and understanding.

Since 1991, Con Edison has supported FFEU's work to strengthen relations between ethnic communities. Con Edison currently supports FFEU's efforts aimed at strengthening

Muslim-Jewish relations and Black-Jewish relations and combating hatred, including the “#Muslims Are Speaking Out” campaign, a social media campaign to fight Islamophobia and extremism.

### **JERICHO PROJECT**

Jericho Project launched its veterans Initiative in 2006 as a response to the wave of U.S. military veterans returning from conflicts in Iraq and Afghanistan. Jericho provides employment and housing placement services for veterans returning to New York City. Con Edison’s support for Jericho’s Employment Program helps homeless and low-income veterans enroll in school and job training and gain employment. All participating veterans receive personalized coaching, resume assistance, and job-interview preparation.

### **NEW YORK CITY LGBT HISTORIC SITES PROJECT**

In New York City, lesbian, gay, bisexual, and transgender (LGBT) individuals and communities have profoundly influenced and contributed to the history and culture of both the city and the country. The New York City LGBT Historic Sites Project is comprehensively surveying, documenting, and evaluating LGBT historic places throughout the five boroughs.

With Con Edison’s support, the project is producing an interactive website with a map of LGBT sites from the earliest history of New York City through 2000, along with descriptive texts, photographs, and archival images. The project includes locations related to theater, music, art, literature, fashion, photography, and architecture, as well as bars, clubs, restaurants, residences of notable figures, and LGBT rights and organizational sites. The project also is producing nominations to the National Register of Historic Places.

“Our commitment to diversity has helped create contract opportunities for small businesses and minority- and women-owned businesses.”

## CON EDISON OF NEW YORK SUPPORTED MORE THAN 300 GROUPS WITH DIVERSITY PROGRAMS IN 2016. HERE IS A SELECTION:

100 Hispanic Women, Inc.	Committee for Hispanic Children and Families, Inc.	Haiti Cultural Exchange
92nd Street Y (YM-YWHA Performing Arts Program)	Congressional Black Caucus Foundation, Inc.	Harlem Academy
Abyssinian Development Corporation	Cool Culture	Harlem Congregations for Community Improvement, Inc.
African American Men of Westchester, Inc.	Council of Jewish Organizations of Flatbush	Harlem Mothers Stop Another Violent End
Alvin Ailey American Dance Theater	Cypress Hills Local Development Corporation	Harlem School of the Arts
American Association of Blacks In Energy	Dance Theatre of Harlem, Inc.	Harlem Stage
Arts & Business Council of New York	Digital Girl, Inc.	Hetrick-Martin Institute, Inc.
Asian American Business Development Center	Dominican Women's Development Center, Inc.	Hispanic Federation of New York City, Inc.
Asian American Federation	Dominico American Society	Hispanic Resource Center of Larchmont & Mamaroneck, Inc.
Asian American/Asian Research Institute	East Harlem Tutorial Program	Hong Kong Dragon Boat Festival in New York, Inc.
Asian Americans for Equality, Inc.	El Museo del Barrio	IATI
ASPIRA of New York, Inc.	Figure Skating In Harlem, Inc.	Ifetayo Cultural Arts Facility, Inc.
AYUDA for the Arts	Flamenco Vivo Carlota Santana	Immigrant Social Services, Inc.
Ballet Hispanico of New York	Flushing Council on Culture and the Arts	Italian Heritage & Culture Committee of New York, Inc.
Bottomless Closet	Foundation for Ethnic Understanding, Inc.	Jackie Robinson Foundation
Boys and Girls Club of Metro Queens, Inc.	Fresh Air Fund	Jewish Children's Museum
Boys and Girls Club of Mt. Vernon, Inc.	Girl Scouts Council of Greater New York, Inc.	Jewish Museum
Boys Hope Girls Hope New York	Girl Scouts Heart of the Hudson, Inc.	Juan Pablo Duarte Foundation
Brooklyn Chinese-American Association, Inc.	Girls Incorporated of Westchester County	King Manor Museum
Casita Maria, Inc.	Greater Harlem Chamber of Commerce	Kings Majestic Corporation
Catalyst	Groundswell Community Mural Project	Kips Bay Boys and Girls Club, Inc.
Chinese-American Planning Council, Inc.		

Latino Center on Aging

League of Women Voters of the City of New York Education Fund

League of Women Voters of Westchester Education Foundation

Loisaida, Inc.

Madison Square Boys & Girls Club

Martin Luther King Jr. Concert Series, Inc.

Minkwon Center for Community Action

Museum of Chinese in America

Museum of Contemporary African Diasporan Arts

Musica de Camara, Inc.

NAACP New York Branch

NAACP Northeast Queens

NAACP of Brooklyn

National Action Council for Minorities in Engineering

National Urban Fellows, Inc.

New York City ACT-SO, Inc.

New York City Hispanic Chamber of Commerce, Inc.

New York Immigration Coalition, Inc.

New York State Association of Black and Puerto Rican Legislators, Inc.

New York Urban League - Central Office

North Shore, Staten Island Section, National Council of Negro Women, Inc.

One Hundred Black Men, Inc.

Operation Exodus Inner City

Pregones Touring Puerto Rican Theatre Collection, Inc.

Puerto Rican Family Institute, Inc.

Redhawk Native American Arts Council

Resource Center for Community Development

Sadie Nash Leadership Project

San Juan Bautista, Fiesta/Archdiocese of New York Office of Hispanic Affairs

Scenarios USA, Inc.

Society of the Educational Arts, Inc.

Somos el Futuro, Inc.

Spanish Theatre Repertory Co., Ltd.

St. George Theatre Restoration, Inc.

Studio Museum in Harlem, Inc.

Teatro Circulo, Ltd.

Town Hall Foundation, Inc.

Urban Pathways, Inc.

Variety Boys and Girls Club of Queens, Inc.

Weeksville Heritage Center

West Indian American Day Carnival Association, Inc.

Wien House (YWHA)

Women's City Club of New York

Women's Enterprise Development Center, Inc.

Women's Forum, Inc.

Women's Housing and Economic Development Corporation

YMCA of Greater New York

Young Women's Christian Association of White Plains and Central Westchester

Young Women's Leadership Network

YWCA of the City of New York



# APPENDIX

Total Employees										
	2012		2013		2014		2015		2016	
<b>Total</b>	<b>14,526</b>		<b>14,653</b>		<b>14,637</b>		<b>14,805</b>		<b>14,941</b>	
<b>Women</b>	2,791	<b>19.21%</b>	2,942	<b>20.08%</b>	2,946	<b>20.13%</b>	3,009	<b>20.32%</b>	3,063	<b>20.50%</b>
<b>Minorities</b>	6,471	<b>44.55%</b>	6,639	<b>45.31%</b>	6,722	<b>45.92%</b>	6,890	<b>46.54%</b>	7,025	<b>47.02%</b>
Black	2,948	<b>20.29%</b>	2,980	<b>20.34%</b>	2,942	<b>20.10%</b>	3,008	<b>20.32%</b>	3,055	<b>20.45%</b>
Asian	1,009	<b>6.95%</b>	1,047	<b>7.15%</b>	1,095	<b>7.48%</b>	1,136	<b>7.67%</b>	1,193	<b>7.98%</b>
Native American	21	<b>0.14%</b>	20	<b>0.14%</b>	22	<b>0.15%</b>	24	<b>0.16%</b>	27	<b>0.18%</b>
Hispanic	2,346	<b>16.15%</b>	2,444	<b>16.68%</b>	2,520	<b>17.22%</b>	2,570	<b>17.36%</b>	2,600	<b>17.40%</b>
Caucasian	8,055	<b>55.45%</b>	8,014	<b>54.69%</b>	7,915	<b>54.08%</b>	7,915	<b>53.46%</b>	7,916	<b>52.98%</b>
Pacific Islander	13	<b>0.09%</b>	17	<b>0.12%</b>	21	<b>0.14%</b>	28	<b>0.19%</b>	27	<b>0.18%</b>
Two or More Races	134	<b>0.92%</b>	131	<b>0.89%</b>	122	<b>0.83%</b>	124	<b>0.84%</b>	123	<b>0.82%</b>

Total Hires										
	2012		2013		2014		2015		2016	
<b>Total</b>	<b>599</b>		<b>911</b>		<b>846</b>		<b>991</b>		<b>1,134</b>	
<b>Women</b>	233	<b>38.90%</b>	324	<b>35.57%</b>	234	<b>27.66%</b>	254	<b>25.63%</b>	312	<b>27.51%</b>
<b>Minorities</b>	330	<b>55.09%</b>	495	<b>54.34%</b>	433	<b>51.18%</b>	509	<b>51.36%</b>	570	<b>50.26%</b>
Black	105	<b>17.53%</b>	170	<b>18.66%</b>	134	<b>15.84%</b>	190	<b>19.17%</b>	255	<b>22.49%</b>
Asian	83	<b>13.86%</b>	101	<b>11.09%</b>	102	<b>12.06%</b>	120	<b>12.11%</b>	133	<b>11.73%</b>
Native American	2	<b>0.33%</b>	1	<b>0.11%</b>	4	<b>0.47%</b>	3	<b>0.30%</b>	6	<b>0.53%</b>
Hispanic	138	<b>23.04%</b>	218	<b>23.93%</b>	187	<b>22.10%</b>	189	<b>19.07%</b>	173	<b>15.26%</b>
Caucasian	269	<b>44.91%</b>	416	<b>45.66%</b>	413	<b>48.82%</b>	482	<b>48.64%</b>	564	<b>49.74%</b>
Pacific Islander	1	<b>0.17%</b>	4	<b>0.44%</b>	6	<b>0.71%</b>	5	<b>0.50%</b>	1	<b>0.09%</b>
Two or More Races	1	<b>0.17%</b>	1	<b>0.11%</b>	0	<b>0.00%</b>	2	<b>0.20%</b>	2	<b>0.18%</b>

<b>Total Promotions</b>										
	<b>2012</b>		<b>2013</b>		<b>2014</b>		<b>2015</b>		<b>2016</b>	
<b>Total</b>	<b>1,119</b>		<b>1,322</b>		<b>1,106</b>		<b>1,111</b>		<b>1,304</b>	
<b>Women</b>	239	<b>21.36%</b>	243	<b>18.38%</b>	262	<b>23.69%</b>	233	<b>20.97%</b>	311	<b>23.85%</b>
<b>Minorities</b>	565	<b>50.49%</b>	655	<b>49.55%</b>	531	<b>48.01%</b>	516	<b>46.44%</b>	633	<b>48.54%</b>
Black	208	<b>18.59%</b>	257	<b>19.44%</b>	225	<b>20.34%</b>	207	<b>18.63%</b>	241	<b>18.48%</b>
Asian	85	<b>7.60%</b>	113	<b>8.55%</b>	104	<b>9.40%</b>	92	<b>8.28%</b>	95	<b>7.29%</b>
Native American	5	<b>0.45%</b>	1	<b>0.08%</b>	3	<b>0.27%</b>	2	<b>0.18%</b>	4	<b>0.31%</b>
Hispanic	254	<b>22.70%</b>	269	<b>20.35%</b>	188	<b>17.00%</b>	199	<b>17.91%</b>	280	<b>21.47%</b>
Caucasian	554	<b>49.51%</b>	667	<b>50.45%</b>	575	<b>51.99%</b>	595	<b>53.56%</b>	671	<b>51.46%</b>
Pacific Islander	0	<b>0.00%</b>	2	<b>0.15%</b>	1	<b>0.09%</b>	3	<b>0.27%</b>	2	<b>0.15%</b>
Two or More Races	13	<b>1.16%</b>	13	<b>0.98%</b>	10	<b>0.90%</b>	13	<b>1.17%</b>	11	<b>0.84%</b>

“Our diversity – and our deepening culture of inclusion – empower us all to see more clearly, think more broadly, and engage more fully as we evolve, innovate, and imagine the future ahead.”





**JAMES DUGGAN**  
*Section Manager*  
Con Edison of New York  
Employee since 2005



**ELISEO GARCIA**  
*General Utility Worker*  
Con Edison of New York  
Employee since 2016



**ZORYANA GAVRILOVA**  
*Section Manager*  
Con Edison of New York  
Employee since 2003



**LEEMAN HONG**  
*Technical Specialist*  
Con Edison of New York  
Employee since 1973



**ANTHEA HOVER**  
*Mechanic*  
Con Edison of New York  
Employee since 2014



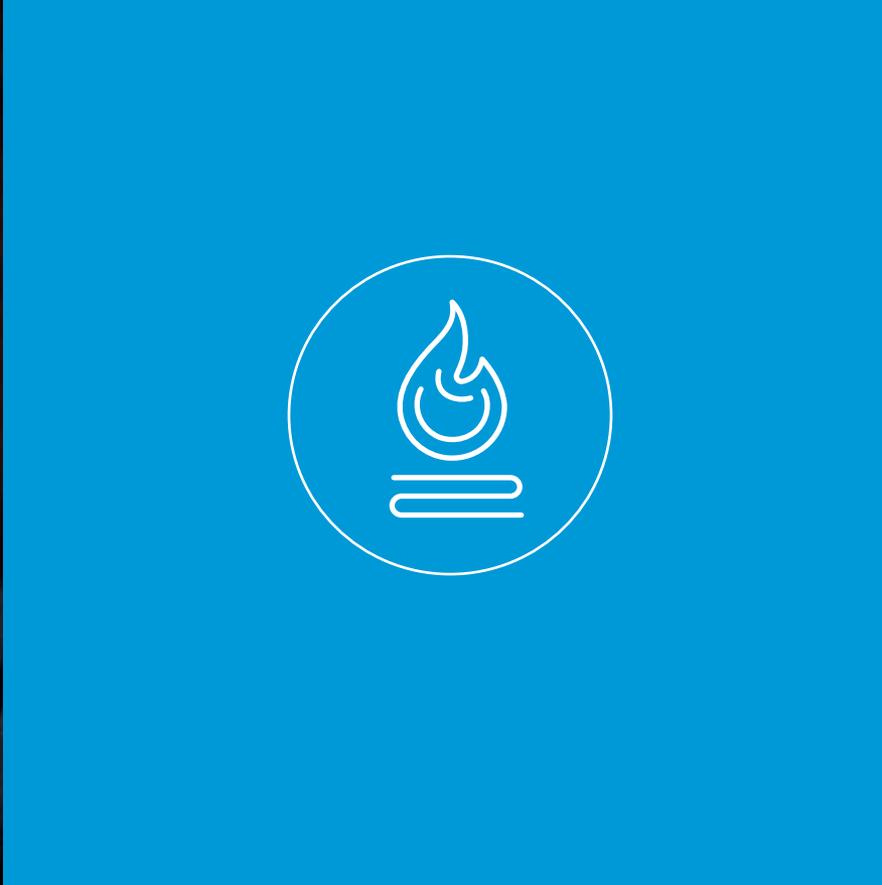
**VISHAL PATEL**  
*Manager*  
Orange and Rockland Utilities  
Employee since 2007



**IRIS RODRIGUEZ**  
*Manager*  
Con Edison Development  
Employee since 2014



**GINA WEMBERLY**  
*Customer Service Rep*  
Con Edison of New York  
Employee since 1972







 conEdison, inc.

