

Diversity & Inclusion

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Annual Report 2017

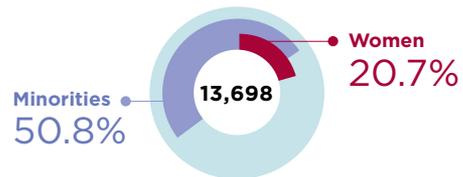


Diversity by the Numbers

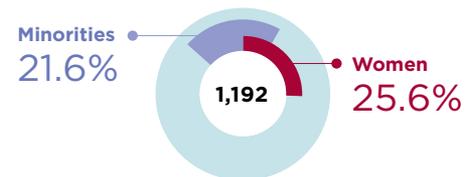
Con Edison, Inc., Total Employees



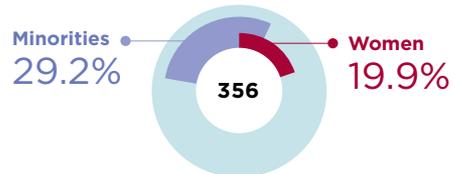
Con Edison of New York



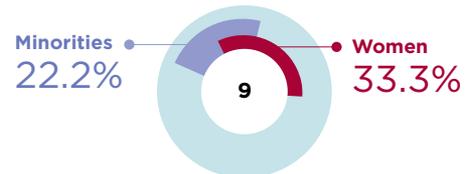
Orange and Rockland Utilities



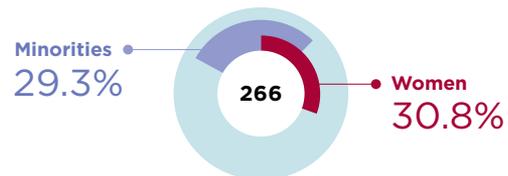
Clean Energy Businesses



Con Edison Transmission



2017 Minorities & Women General Managers, Directors and Above



Nurturing an Inclusive Workplace

Diversity comes naturally to Con Edison, by virtue of doing business in one of the most dynamic regions in the world. People come from all over the globe to live and work here, and we benefit from a diverse talent pool.

But it takes a conscious and sustained effort to cultivate a workplace where our diverse workforce feels safe, valued, included, and able to contribute to its full potential. Inclusion is neither simple, nor does it happen based on a one-time event. Rather, creating and maintaining an inclusive culture is an ongoing process that requires continuous self-reflection and improvement, and this is what we are doing.

We are moving in a positive direction and are encouraged by what we see. However, that's not enough. We must do more. We must continue to look for new ways to ensure that everyone is included. Every person's unique voice, talent, background, capability, and culture must be acknowledged, valued, and nurtured for the good of our company as a whole, and for our customers as well.

In 2017 we launched a new scenario-based "Respect in the Workplace" training, focused on acceptable behaviors at work. Employees come away empowered to speak up or intervene if they see or hear something inappropriate.

Though it's critical for us to hold these values at the very top, we can't do it alone. We count on our leaders at all levels to take a visible role in making our workplace more inclusive. Last year we saw organizations leading several meaningful initiatives, like more resources for parents, and flexible work arrangements.

We are especially proud of our approaches to bring more women into the company to perform non-traditional work functions, including forging new mentoring partnerships with Big Brothers Big Sisters to support girls interested in STEM careers.

To be even more effective, we joined more than 250 CEOs who signed on to become part of the CEO Action for Diversity and Inclusion™, the largest CEO-driven commitment to advance diversity and inclusion in the workplace. As part of this larger collective, we will continue to refine and advance our efforts towards true inclusion.

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 thought, culture, and experience among our workforce and the vendors we do business with.

Our four-pronged strategy drives our corporate culture, informs how we engage with each other, and sets the foundation for a respectful and inclusive workplace.

The goal is to make sure everyone feels they are free to contribute, they belong, and they have a voice.

We will explain how we put our strategy into action in the following pages.

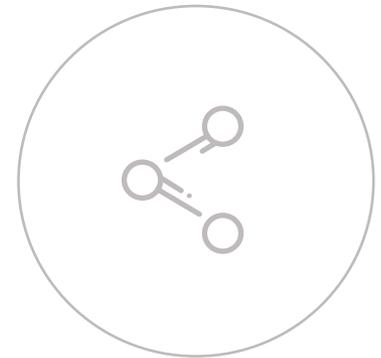
4 Key Areas of Focus



Advancing Inclusion Through Learning

Training is a fundamental part of creating a workforce with the skills and abilities to realize the full benefits of our diverse workplace.

From foundational training to set a basic level of understanding about diversity and inclusion, to more advanced learning to build cultural competencies, our goal is to create a culture of self-awareness and mutual respect among employees.



Highlights

- Training included programs designed to prevent harassment and discrimination, understand and recognize unconscious bias, eliminate negative conflicts, value the multiple dimensions of diversity within our workforce, and practice inclusive behaviors in a manner that works for all of us.
- You *can* talk about that at work! A companywide seminar gave employees tools and tips to have bold, inclusive conversations around everyday issues. The goal was to foster understanding across different viewpoints.
- A live, interactive, four-hour workshop taught employees about respect in the workplace, and how to recognize and respond to situations when they observe disrespectful behavior. Employees were encouraged to speak up and intervene on behalf of a colleague if needed, to further advance a culture of respect for individual differences.

Fostering an 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 and strengthen our policies, our procedures, and our norms, especially those related to our talent-management processes.

Highlights

- We strategically recruit women in non-traditional careers, veterans, and people with disabilities. We do it by forming new partnerships like a STEM education mentorship program with Big Brothers Big Sisters, Nassau Community College's URGENT Women training program for women seeking careers in energy, and the U.S. Army's Soldier for Life program, which gives veterans skills needed for natural gas jobs.
- The Veterans of Con Edison increased membership from 100 to more than 325 in just one year, and participated in the 2017 Veterans in Energy Summit in Washington, D.C.
- Our affinity and employee resource groups include LGBT Pride, Multi-Cultural Advisory Committee, and Women of Con Edison.
- Moms ON IT, Dads Matter, the Well Baby Care Program, and expanded access to lactation rooms at work locations help parents balance work and family.
- Development opportunities include tuition reimbursement, access to internal and external training to enhance job-related skills, mentoring and coaching, professional training and development, career counseling workshops, and online career management resources.
- We offer conflict management resources including mediation and coaching services, training courses, and external mediation resources to empower employees to accept responsibility for their own performance and their relationships with others.



Connecting 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 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.

Highlights

- CEO John McAvoy joined more than 250 peers from the world's leading companies as part of CEO Action for Diversity & Inclusion™. The group is committed to cultivating workplaces that support open dialogue on complex, and sometimes difficult, conversations about diversity and inclusion.
- Local leaders throughout the company have taken a bigger role in fostering diversity and inclusion through activities tailored to the specific needs of their organizations and employees. Examples include the D&I Management Conference, Inclusion & Engagement project, Flexible Work Pilot, D&I Excellence Teams, and local diversity and inclusion councils.
- The presidents of Con Edison and Orange and Rockland host Diversity & Inclusion Roundtables for directors and general managers across the companies to share best practices. Train-the-trainer sessions in 2017 helped the leaders bring the information back to their local teams to explore emerging topics in diversity and inclusion and discuss strategies to drive inclusive behaviors, policies, and practices.



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 on diversity and reinforces the importance of fostering an inclusive culture.



Highlights

- We've continued to build upon our Everyone Matters campaign since it was launched in 2016. The campaign includes short video clips of employees from all areas of the company, with information about their work, their families, their passions, and their dreams. The program has a very ambitious goal: to include literally every employee. The clips are shown on digital screens throughout company facilities, and serve as a "meet your neighbor" device to showcase the individual personalities, backgrounds, and career paths of our colleagues.
- Our employees are our ambassadors, and we make it a point to include photos of the women and men of Con Edison and Orange and Rockland in our internal communications. The weekly *Inside Scoop* newsletter and regular intranet stories focus on employees across the company who reflect the rich diversity of our workforce and the communities we serve. The stories and visuals let our employees know that we're walking the talk when it comes to encouraging diversity and inclusion.

Awards and Recognitions

Our commitment to diversity and inclusion is getting noticed. Both our company and our employees received recognition in 2017.

Highlights

- Con Edison was named to the Best of the Best roster by *Hispanic Network* magazine.
- *LATINA Style* picked Con Edison as a top company for Latinas for the 13th year.
- *Black Enterprise* magazine named Con Edison a Top 50 company for diversity.
- Antonia Feliz honored as a Latino Corporate Achiever with ASPIRA of New York's Circle of Achievers Award.
- Sarrina Banks named to the YWCA-NYC's Academy of Women Leaders.
- Michelle Anderson-Loague received the YMCA's Black Achievers in Industry Award.
- Tom Aloisi earned a Patriot Award from the Office of the Secretary of Defense for his efforts to create a Natural Gas Boot Camp at Fort Drum.



Supplier Diversity

We pride ourselves not only on the diversity of our employees, but also on the vendors with whom we do business.

Our Supplier Diversity Program is committed to infusing Con Edison and Orange and Rockland's vendor pool with small businesses, and minority- and women-owned businesses who can offer excellent service and innovative ideas at a competitive price.

Highlights

- More than \$2.9 billion purchased with minority- and women-owned businesses over the past decade.
- Purchased \$307 million in goods and services from diverse firms and saw a 44 percent increase in Operational Services contracts in 2017.
- Including expenditures with non-diverse small businesses, our Supplier Diversity Program helped create more than \$600 million in contract opportunities.
- Recruited new minority- and women-owned businesses who won engineering, materials recycling, and environmental remediation contracts. Contracts were also awarded for gas construction and cyber security.
- More than \$47 million worth of staffing services from minority- and women-owned businesses supported important projects throughout the company in 2017.
- Honored for excellence in supplier diversity by Caribbean American Chamber of Commerce and the National Minority Business Council.
- Partnered with community-stakeholder groups and trade associations to sponsor 33 community events to develop diverse suppliers.



Diversity by the Numbers

Total Employees

	2013		2014		2015		2016		2017	
Total	14,653		14,637		14,805		14,941		15,255	
Women	2,942	20.08%	2,946	20.13%	3,009	20.32%	3,063	20.50%	3,210	21.04%
Minorities	6,639	45.31%	6,722	45.92%	6,890	46.54%	7,025	47.02%	7,317	47.96%
Black	2,980	20.34%	2,942	20.10%	3,008	20.32%	3,055	20.45%	3,193	20.93%
Asian	1,047	7.15%	1,095	7.48%	1,136	7.67%	1,193	7.98%	1,272	8.34%
Native American	20	0.14%	22	0.15%	24	0.16%	27	0.18%	33	0.22%
Hispanic	2,444	16.68%	2,520	17.22%	2,570	17.36%	2,600	17.40%	2,667	17.48%
Caucasian	8,014	54.69%	7,915	54.08%	7,915	53.46%	7,916	52.98%	7,938	52.04%
Pacific Islander	17	0.12%	21	0.14%	28	0.19%	27	0.18%	28	0.18%
Two or More Races	131	0.89%	122	0.83%	124	0.84%	123	0.82%	124	0.81%

Total Hires

	2013		2014		2015		2016		2017	
Total	911		846		991		1,134		1,133	
Women	324	35.57%	234	27.66%	254	25.63%	312	27.51%	352	31.07%
Minorities	495	54.34%	433	51.18%	509	51.36%	570	50.26%	617	54.46%
Black	170	18.66%	134	15.84%	190	19.17%	255	22.49%	298	26.30%
Asian	101	11.09%	102	12.06%	120	12.11%	133	11.73%	119	10.50%
Native American	1	0.11%	4	0.47%	3	0.30%	6	0.53%	6	0.53%
Hispanic	218	23.93%	187	22.10%	189	19.07%	173	15.26%	187	16.50%
Caucasian	416	45.66%	413	48.82%	482	48.64%	564	49.74%	516	45.54%
Pacific Islander	4	0.44%	6	0.71%	5	0.50%	1	0.09%	3	0.26%
Two or More Races	1	0.11%	0	0.00%	2	0.20%	2	0.18%	4	0.35%

Total Promotions

	2013		2014		2015		2016		2017	
Total	1,322		1,106		1,111		1,304		1,333	
Women	243	18.38%	262	23.69%	233	20.97%	311	23.85%	322	24.16%
Minorities	655	49.55%	531	48.01%	516	46.44%	633	48.54%	657	49.29%
Black	257	19.44%	225	20.34%	207	18.63%	241	18.48%	234	17.55%
Asian	113	8.55%	104	9.40%	92	8.28%	95	7.29%	129	9.68%
Native American	1	0.08%	3	0.27%	2	0.18%	4	0.31%	2	0.15%
Hispanic	269	20.35%	188	17.00%	199	17.91%	280	21.47%	277	20.78%
Caucasian	667	50.45%	575	51.99%	595	53.56%	671	51.46%	676	50.71%
Pacific Islander	2	0.15%	1	0.09%	3	0.27%	2	0.15%	2	0.15%
Two or More Races	13	0.98%	10	0.90%	13	1.17%	11	0.84%	13	0.98%

 conEdison, inc.

