

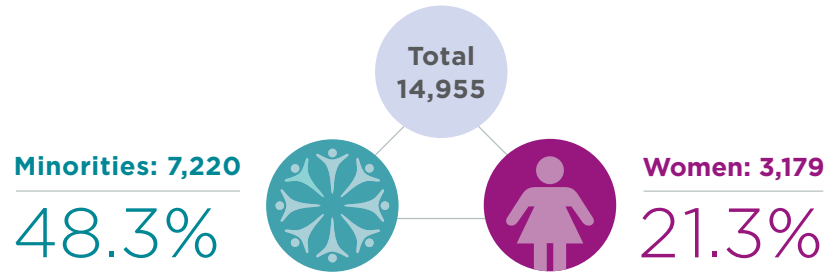
Diversity & Inclusion

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Annual Report 2018

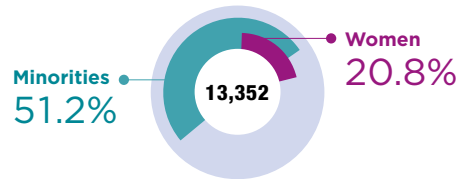


Diversity by the Numbers

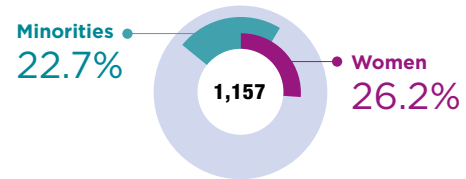
Con Edison, Inc., Total Employees



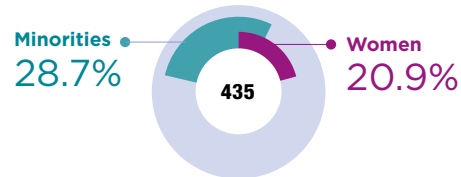
Con Edison of New York



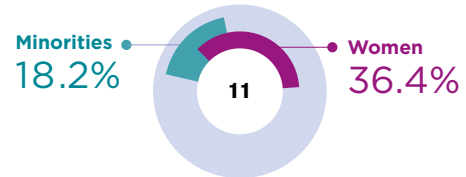
Orange and Rockland Utilities



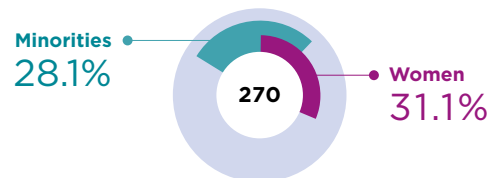
Clean Energy Businesses



Con Edison Transmission



Minorities & Women General Managers, Directors and Above



Valuing Diversity & Advancing Inclusion

An inclusive culture is one that values everyone as an important member of a team. It's a feeling you have when those around you recognize your importance and want your contributions.

We strive for our diversity numbers to be strong. Equally, we need every woman and man at Con Edison to feel respected, included and safe to speak up. We need their new ideas and their different points of view. Diversity and inclusion is how we get there.

In just a few years since we focused in on inclusion, we're seeing signs of progress. The topic of diversity and inclusion is making its way into everyday conversations. People know more about inclusion, how it amplifies the benefits of diversity, and why it's vital to our success.

More and more grassroots efforts are growing and flourishing. Employee-led resource groups that openly celebrate people's unique differences are building. These groups help promote awareness and develop solutions for the good of the business.

In 2018, we deepened the nature and quality of our discussions. We tackled issues like how each of us has unconscious bias. It affects who we see and don't see and the dynamics of feeling like an outsider. We created new opportunities for employees to express themselves and practice discussing sensitive topics openly and honestly.

We continued to promote a climate of respect by addressing behaviors that get in the way of inclusion. For example, the new Toxic Employee team identified unhealthy behaviors in the workplace and developed recommendations to address them.

We're inspired by our progress, but we know we're just starting to scratch the surface and there's much more to do. It takes deliberate thought and planning to win hearts and minds, and change mindsets, behaviors, and thinking.

This work is more critical now than ever before.

Our employees are on the front lines every day of increasingly higher customer expectations and unprecedented technological change. In addition to delivering safe, reliable energy to more than 10 million people, our employees are making a smarter grid, boosting the use of electric vehicles, and generating more renewable energy for people all around the country. They're making it easier for our customers to be in charge — to choose cleaner, more efficient energy and have more control over how they use it.

A culture of inclusion helps illuminate even more possibilities for everything that lies ahead of us in the energy future.

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 she or he is free to contribute, that they belong, and they have a voice.

Our four-pronged 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 towards becoming a more inclusive workplace both quantitatively and qualitatively. Not only do we hear and see from our employees that we're a different company, but we've joined the world-renowned Centre for Global Inclusion and are using its global diversity and inclusion benchmark metrics.

In this report, we share how we continue to make visible progress as we bring our strategy to life.

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.



Highlights

- Forums and workshops, such as The Practice of Inclusion, Ouch! Your Silence Hurts, and Respect in the Workplace, encouraged healthy dialogue about sensitive issues, increased awareness of the impact of microaggressions and unconscious bias, and aimed to eliminate non-inclusive and/or harassing behaviors in the workplace.
- “Incognito,” an autobiographical play, showed employees the importance of engaging with others to find mutual interests, embracing differences and challenging preconceived perceptions.
- Lunch & Learn Forums supported active participation in the ongoing dialogue and understanding of others by highlighting and celebrating differences, such as transgender awareness and disability awareness.
- Mediation and coaching resources empowered employees to manage conflict and accept responsibility for their own performance and their relationships with others. Programs included Verbal De-escalation and Crisis Communication, and “Verbal Judo.”
- Con Edison, along with more than 200 members of CEO Action for Diversity & Inclusion, participated in the National Day of Understanding. We hosted sessions across ten company locations providing employees the opportunity to understand differences and build more authentic relationships.

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

Highlights

- We launched Power Your Future, an information session to educate women interested in non-traditional career paths. More than 250 young women attended and are now a part of our pipeline of future candidates.
- From service dogs that enable veterans to perform the essential functions of their jobs, to enhanced benefits for the women and men of Con Edison who serve in the military Reserves or Guard, attend military training or deploy for active duty, our support of Veterans is award-winning.
- Moms ON IT and Dads Matter help parents balance work and family with new benefits and resources including backup childcare services, eldercare solutions and awareness of the NY State Paid Family Leave Policies. We opened three additional lactation rooms across the company.
- Our Clean Energy Businesses hosted a job-shadowing event for youth ages 16 to 24 in collaboration with the Workforce Development Academy of Youth. This program prepares future workers with skills to enter the job market.
- Con Edison offers college and high school students an opportunity to gain valuable work experience. Our summer intern program exposes diverse students to potential careers. In 2018, we had 187 summer interns.
- Our recent participation in the annual McKinsey study of Women in the Workplace shows that our focus on women is on target. To empower women and facilitate ongoing growth and development, our Con Ed Women's Group brings together women across the company. Forums have focused on topics such as the career development process and the importance of fostering a strong internal support network.



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 across multiple differences 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 550 peers from the world's leading companies and universities to increase awareness of unconscious bias and cultivate open dialogue on complex, and sometimes difficult, conversations about diversity and inclusion.
- Our Executive Diversity & Inclusion Council is actively engaged in advancing our diversity and inclusion strategy by reviewing policies, procedures and systems needed to support more inclusion.
- 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. The focus for 2018 was sexual harassment. Leaders discussed behaviors that may inhibit inclusion along with a deep review of statistics and recommendations identified by the Equal Employment Opportunities Commission task force.
- Local leaders throughout the company are taking bigger roles in fostering diversity and inclusion through activities tailored to the specific needs of their organizations and employees.
- Orange and Rockland Utilities hosts an annual meeting with NAACP leadership to share the company's diversity and inclusion efforts to strengthen the culture and foster an inclusive workplace.

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

- Our employees are celebrating and embracing their diversity with employee-led groups based on shared characteristics, experiences, and interests. In 2018, The Office of Diversity and Inclusion created employee resource group meetings for leaders to connect with one another and share best practices. We are proud of the many new and longstanding employee resource groups across the company: Asian Professional Alliance of Con Edison, CLARO, Con Ed Women, The American Association of Blacks in Energy, 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 showcase the personalities, backgrounds, and career paths of our colleagues.
- Our employees are our ambassadors, and we include photos of the women and men of Con Edison of New York and Orange and Rockland Utilities in our internal and external communications. Weekly newsletters and regular intranet stories focus on employees across the company who reflect the rich diversity of our workforce and the communities we serve. A new feature allows employees to like, share, and comment on the stories about their colleagues and the company.
- To foster a more collaborative and inclusive work environment, our Clean Energy Businesses launched a new intranet site that provides a one stop resource for employees to connect and gain information about the company.

Awards and Recognitions

Our commitment to diversity and inclusion is getting noticed. Both our company and our employees received recognition in 2018.

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 14th year.
- *Black Enterprise* magazine named Con Edison a Top 50 company for diversity.
- Both *Black EOE Journal* and *Professional Woman's Magazine* named Con Edison one of 2018's Top Utilities, Energy, Gas & Oil Companies
- For our support of our Veterans, the company received *U.S. Veterans Magazine's* Seven Seas Award, the Pro Patria Award from the New York Chapter of the Employer Support for the Guard and Reserve, and 2018 Best for Vets-Top 100 Employers from *Military Times*. Vincent Frankel and Matthieu Maynard received Patriot Awards from the New York Chapter of the Employer Support for the Guard and Reserve.
- The Asian American Business Development Center's Outstanding 50 Asian Americans in Business Award honors the achievements of Asian American business professionals, executives, and entrepreneurs. **2018 Winner: Daniel Chen**
- ASPIRA of New York's Annual Circle of Achievers Award recognizes professionals of Hispanic/Latino descent for their achievements and community service. **2018 Winner: Alan Sama**
- Harlem YMCA's bai Achievers in Industry Award honors those who exhibit ethical business practices in their careers, exemplifying honor and integrity with a record of community service and willingness to support future achievers. **2018 Winner: Tohma Gadson-Shaw**
- YWCA of the City of New York's Academy of Women Leaders is a tribute to top women executives for professional leadership and civic commitment. **2018 Winner: Laurie Silberfeld**



Supplier Diversity

Our commitment to diversity is reflected not only within our workforce, but also in our supply chain.

Each year our Supplier Diversity Program recruits small businesses and minority- and women-owned businesses that can support our ability to deliver safe and reliable energy services to our customers. It also promotes economic vitality and job creation within the communities we serve.

Highlights

- Expenditures with minority- and women-owned businesses exceeded \$2.9 billion over the past decade.
- Purchased \$345 million in goods and services from diverse firms and achieved a 60 percent increase in construction services contracts in 2018.
- Including expenditures with non-diverse small businesses, our Supplier Diversity Program helped create more than \$620 million in contract opportunities.
- Recruited new minority- and women-owned businesses who won asbestos abatement, refurbished furniture, and environmental remediation contracts. Contracts were also awarded to diverse firms that supported our smart grid expansion and gas construction efforts.
- Honored for excellence in supplier diversity by the NY/NJ chapter of the National Minority Supplier Development Council, the NJ Board of Public Utilities Supplier Diversity Development Council, and the Long Island Hispanic Chamber of Commerce.
- Partnered with community-stakeholder groups and trade associations to host Supplier Diversity opportunity expos for more than 1,000 minority- and women-owned businesses.



Diversity by the Numbers

Total Employees

	2014		2015		2016		2017		2018	
Total	14,637		14,805		14,941		15,255		14,955	
Women	2,946	20.13%	3,009	20.32%	3,063	20.50%	3,210	21.04%	3,179	21.26%
Minorities	6,722	45.92%	6,890	46.54%	7,025	47.02%	7,317	47.96%	7,220	48.28%
Black	2,942	20.10%	3,008	20.32%	3,055	20.45%	3,193	20.93%	3,121	20.87%
Asian	1,095	7.48%	1,136	7.67%	1,193	7.98%	1,272	8.34%	1,272	8.51%
Native American	22	0.15%	24	0.16%	27	0.18%	33	0.22%	36	0.24%
Hispanic	2,520	17.22%	2,570	17.36%	2,600	17.40%	2,667	17.48%	2,647	17.70%
Caucasian	7,915	54.08%	7,915	53.46%	7,916	52.98%	7,938	52.04%	7,735	51.72%
Pacific Islander	21	0.14%	28	0.19%	27	0.18%	28	0.18%	28	0.19%
Two or More Races	122	0.83%	124	0.84%	123	0.82%	124	0.81%	116	0.78%

Total Hires

	2014		2015		2016		2017		2018	
Total	846		991		1,134		1,133		609	
Women	234	27.66%	254	25.63%	312	27.51%	352	31.07%	192	31.53%
Minorities	433	51.18%	509	51.36%	570	50.26%	617	54.46%	307	50.41%
Black	134	15.84%	190	19.17%	255	22.49%	298	26.30%	111	18.23%
Asian	102	12.06%	120	12.11%	133	11.73%	119	10.50%	74	12.15%
Native American	4	0.47%	3	0.30%	6	0.53%	6	0.53%	3	0.49%
Hispanic	187	22.10%	189	19.07%	173	15.26%	187	16.50%	116	19.05%
Caucasian	413	48.82%	482	48.64%	564	49.74%	516	45.54%	302	49.59%
Pacific Islander	6	0.71%	5	0.50%	1	0.09%	3	0.26%	2	0.33%
Two or More Races	0	0.00%	2	0.20%	2	0.18%	4	0.35%	1	0.16%

Total Promotions

	2014		2015		2016		2017		2018	
Total	1,106		1,111		1,304		1,333		1,158	
Women	262	23.69%	233	20.97%	311	23.85%	322	24.16%	213	18.39%
Minorities	531	48.01%	516	46.44%	633	48.54%	657	49.29%	535	46.20%
Black	225	20.34%	207	18.63%	241	18.48%	234	17.55%	192	16.58%
Asian	104	9.40%	92	8.28%	95	7.29%	129	9.68%	115	9.93%
Native American	3	0.27%	2	0.18%	4	0.31%	2	0.15%	3	0.26%
Hispanic	188	17.00%	199	17.91%	280	21.47%	277	20.78%	208	17.96%
Caucasian	575	51.99%	595	53.56%	671	51.46%	676	50.71%	623	53.80%
Pacific Islander	1	0.09%	3	0.27%	2	0.15%	2	0.15%	7	0.60%
Two or More Races	10	0.90%	13	1.17%	11	0.84%	13	0.98%	10	0.86%

