

 conEdison, inc.

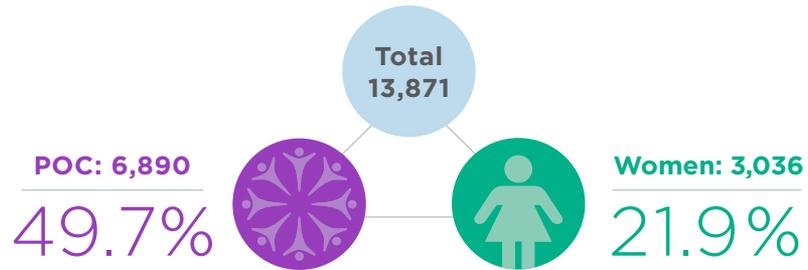
Diversity, Equity & Inclusion

Annual Report 2021

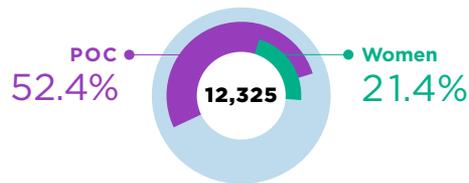


Diversity by the Numbers

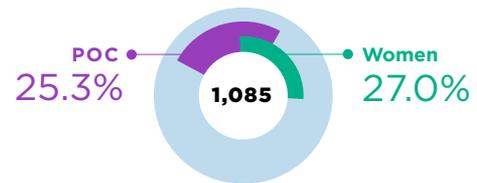
Con Edison, Inc., Total Employees



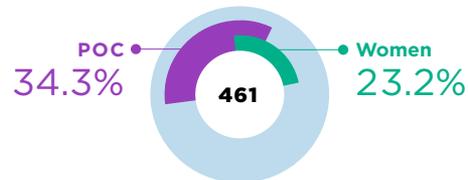
Con Edison of New York



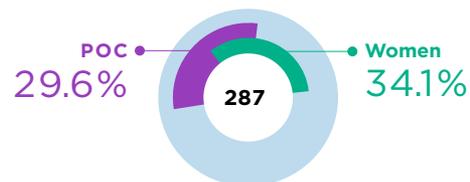
Orange and Rockland Utilities



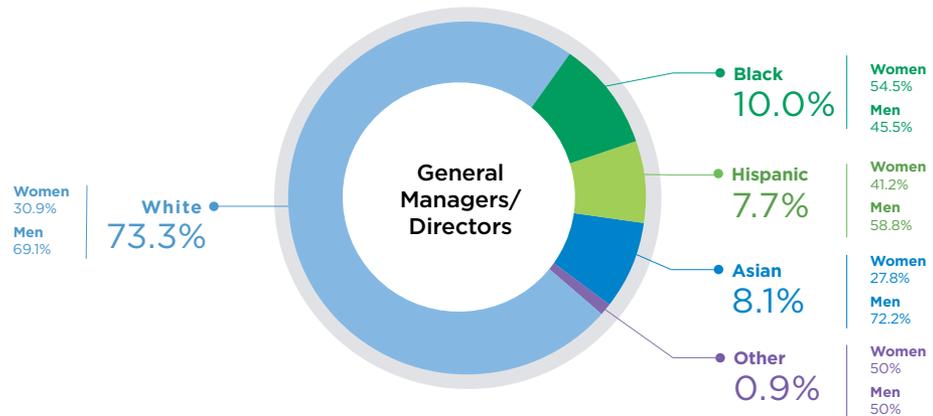
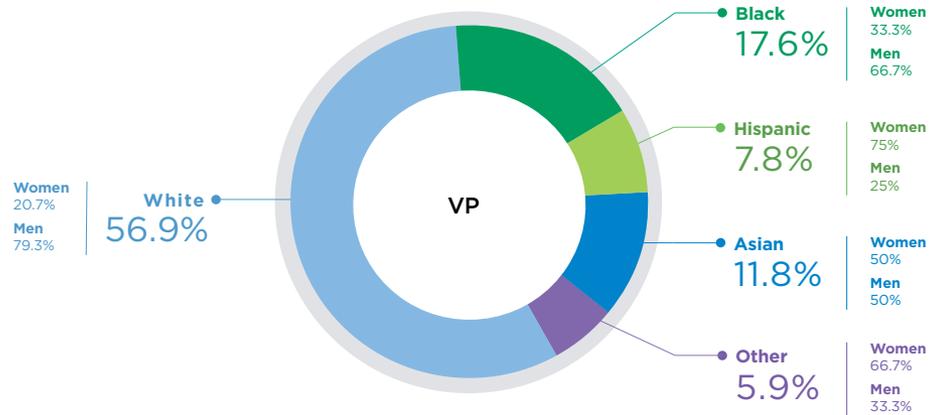
Clean Energy Businesses & Con Edison Transmission



People of Color & Women – Directors, General Managers, and Above



Diversity by Job Level and Demographic (CECONY O&R, CET & CEBS)



Diversity, Equity & Inclusion: A Year of Looking Inward

In the past year, as COVID-19 persisted across our city and our country, one thing became clear: Everyone had been impacted by pandemic-related challenges in some way. From illnesses of loved ones to disruptions at schools, the virus added difficulties to our lives that cut across races, ages, and genders. It was the support—of family members, of caring communities, and also of coworkers— that helped us through the tougher times that came at us.

At Con Edison, showing up for each other meant continuing the deep conversations and meaningful actions that contribute to our commitment of being a workplace that values all of our nearly 14,000 people. While a brighter light has been shone on issues rooted in systemic racism, implicit biases, and gender inequality nationally, we also sharpened our focus on these issues with the creation of our Corporate Diversity, Equity and Inclusion Action Plan and Task Force last year. In 2021, the Task Force began working on important policies and procedures and ultimately outlined actionable recommendations.

Two areas the Task Force studied were recruiting and hiring. The Task Force scrutinized current Con Edison job descriptions and recommended ways to attract a more diverse pool of applicants. It also looked at both our internal and external recruiting efforts as well as emerging trends in recruitment.

The company also sought to identify areas in need of further cultural change. In August, with the support of the Task Force, our employees participated in the Diversity, Equity, and Inclusion Survey. Among the findings: The majority of respondents agreed there is management support for diversity, equity and inclusion, and that communication and leadership commitment is strong. The majority also acknowledged a highly collaborative culture. Yet four areas of opportunity also were made clear: psychological safety/speaking up, pay and benefit equity, growth and opportunity, and trust and leadership accountability. Because of these findings, our post-survey action planning will address ways employees can provide feedback without apprehension. We will also work to make the pay process and promotion decisions fairer and more transparent.

In our second year, with nearly half our workforce at home due to COVID-19 concerns, our Employee Resource Groups (ERGs) again proved essential in helping advance our culture of inclusion. In 2021, we added two new groups to our ERG community—CapeABLE (Advocating, Belonging, Leading, Engaging), which promotes greater involvement, organization, and inclusion of individuals with disabilities, and JADE (Jewish Americans for Development and Empowerment)—bringing our total to 10. In addition to providing opportunities for members to share and learn about each other, these groups offer career development support and business education opportunities. In total, more than 3,000 employees currently participate in our ERGs.

This past year has not been without its challenges. We've lost too many of our colleagues to COVID. And we've all had to adapt to the pandemic's twists and turns. But we've also made strides by collaborating, learning, and listening. In the coming year, we'll move on to the hard work of implementing action plans that came out of our survey, thus driving greater and greater equity and inclusion companywide.

Timothy P. Cawley, President and Chief Executive Officer

Joan Jacobs, Vice President, Learning and Inclusion

Our Diversity, Equity & Inclusion Journey

Our Corporate DEI Strategy

This strategy drives our corporate culture, informs how we engage with each other, and sets the foundation for a respectful and inclusive workplace. We are measuring our progress both quantitatively and qualitatively. We recently conducted a Diversity, Equity & Inclusion Survey to hear directly from our employees about the progress we are making to advance our DEI strategy. We learned that while we've made progress, there is still much to be done as we actively work across the company to further advance a culture of equity, inclusion, and respect.

4 Key Areas of Focus



Our Corporate Diversity, Equity & Inclusion Action Plan

The Corporate Diversity, Equity & Inclusion Action Plan builds on our continuing strategy to ensure a workplace that is open, inclusive, and diverse.

Our goal has long been to make sure everyone feels they belong and they have a voice, and they understand that their contributions are welcomed. We developed a Corporate Diversity, Equity & Inclusion Action Plan to ensure we are both intentional and relentless in our drive for equity, diversity, fairness, and respect throughout the company.

The Corporate Diversity, Equity & Inclusion Action Plan is based on a two-pronged strategy: data-driven change and culture transformation. The 14-point plan is being implemented through the work of our Diversity & Inclusion Task Force. The focus of this cross-functional team of employees is to closely examine metrics to truly understand the representation of our workforce and identify areas of opportunity, as well as areas where we have made solid progress. It will also enable cultural transformation by challenging us to look at how we administer our systems, policies, and procedures – addressing any barriers that get in the way of diversity, equity, and inclusion.

Corporate Diversity, Equity & Inclusion Action Plan

Data-Driven Change

Guidelines to Increase Representation
(Directors, General Managers, and Above)

Metric-driven Program Under-represented Groups (Section Managers and Below)

Executive Compensation Tied to D&I Goals

D&I Task Force

Local D&I Councils

Audit Processes for Biases

D&I Dashboard

Culture Transformation

Executive Sponsorship Program

Measure Climate

D&I Playbook

Leader-led Town Halls

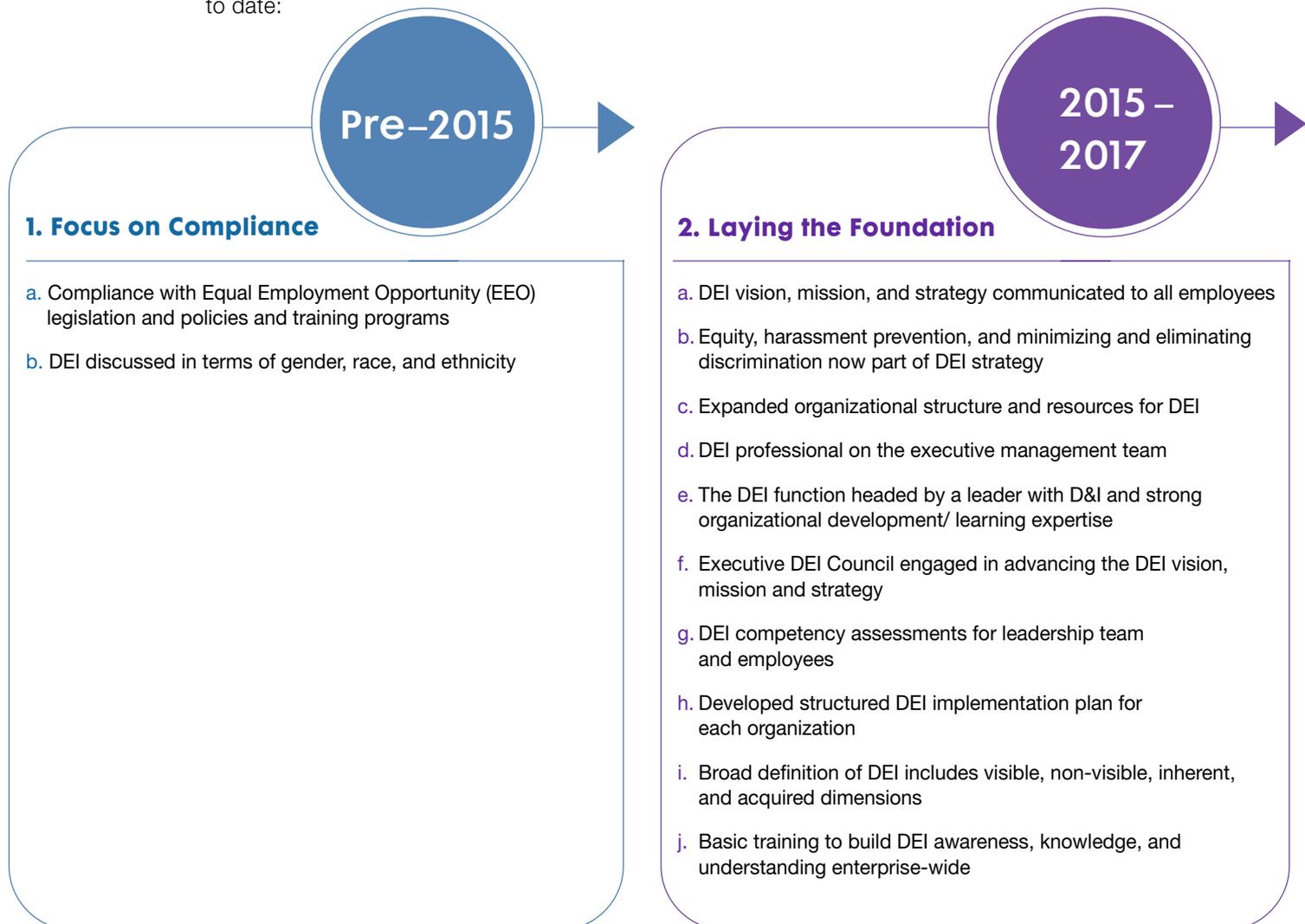
Increase Awareness of Company D&I Programs

Expand Training

Inclusive Leadership

Con Edison's Diversity, Equity & Inclusion Journey Progression

Changing culture, behaviors, and mindset requires consistent and deliberate focus and effort. Fostering a diverse, equitable, and inclusive environment is not a final destination but an ever-evolving journey, as we consistently look to meet the needs of our dynamic and diverse workforce and workplace. Con Edison embarked on the journey toward diversity, equity, and inclusion several years ago. We are proud of the progress we have made. But we know the work must continue. Here, we offer a glimpse of our journey to date:



2017 to Present

3. Building Cultural Competence

- a. DEI learning and education, to include issues of unconscious bias, racism, and bystander intervention
- b. Leadership engagement and accountability for DEI initiatives
- c. Leadership roundtables
- d. Increased DEI focus in talent acquisition and development discussions, career advancement, and succession management processes
- e. Dedicated talent advisors to identify and support diverse applicant pool and pipeline
- f. Communication about DEI is visible, engaging, frequent, and supports DEI strategy
- g. Organizations implement DEI training goals to drive accountability
- h. Growth of ERG networks and local DEI councils
- i. DEI is seen as a core organizational value
- j. Cross-functional team focused on gender equity

2020 to Present

4. Advancing an Equitable & Inclusive Culture

- a. Focus on DEI metrics to guide decisions
- b. Task Force to examine talent management practices and create plans to eliminate inequities and reduce barriers to inclusion
- c. DEI metrics linked to executive compensation
- d. Heightened focus on equitable representation of underrepresented groups across functions and levels
- e. Employee forums to encourage open dialogue of social justice issues
- f. Playbook designed and implemented to support managers to conduct courageous conversations
- g. Diversity networks—Local councils, Task Force teams, and ERGs—champion DEI and DEI initiatives; and are recognized as valued resources to the organization
- h. Compensation is reviewed for equity and fairness
- i. Recognized link between DEI and sustainability
- j. Organizational stance on societal issues related to achieving equity and justice for underrepresented groups
- k. Continued expansion of supplier diversity program and spend with underrepresented suppliers
- l. Company more widely recognized externally for DEI efforts
- m. DEI survey is conducted on the overall organization progress

Advancing Diversity, Equity & Inclusion Through Learning

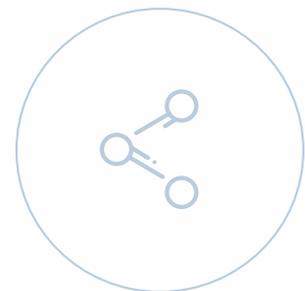
Cultural change depends on changes in behavior and beliefs. Training and learning are essential to that transformation.

Our foundational training helps to create a common language and a basic level of understanding about diversity, equity, 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, fostering the ability to acknowledge our potential blind spots and biases towards those differences, and raising accountability and ownership to sustain an environment of mutual respect. As we continue to work through the pandemic and all of the changes brought on by COVID-19, with nearly half our workforce shifting to remote work, we fully leverage digital platforms to ensure compliance, connect with our employees, and provide training in an array of learning forums focused on diversity, equity, and inclusion.

Highlights

- **Unconscious Bias Series** We expanded and opened our trainings around implicit and explicit bias and microaggressions to all employees. Our biases influence how we view the world and show value for others around us. The sessions cover topics such as blind spots and managing perceptual filters, broadening perspective to avoid similarity bias, and defining microaggressions.
- **Leadership Development Program: Unconscious Bias in the Talent Management Process** In an interactive session, managers learn how bias can impact daily management decisions and create potential barriers to inclusion related to how they view people when recruiting, interviewing, and hiring; engaging and communicating; and managing and developing.
- **Psychological Safety** Participants learn the importance of psychological safety and how to identify strategies and concrete, meaningful steps to foster an environment where employees feel a sense of appreciation and belonging at work.
- **Equal Employment Opportunity Training** To ensure a workplace of compliance, equity, and respect, where appropriate workplace behaviors are reinforced, we offered programs such as The Inclusive Workplace and Sexual Harassment Prevention.

- **Courageous Conversations, D&I Playbook Vol. 2.0** Designed to support leaders in facilitating ongoing dialogue to connect across differences, this session allows leaders and their teams to engage in courageous conversations that address barriers to inclusion, foster trust, and encourage collaboration, with the goal of building more authentic relationships.
- **ConnectorSpace** This recently introduced virtual forum provides opportunities for employees to connect and engage in discussions to learn about other areas in the company and grow their networks.
- **ReaderSpace** With a goal of fostering virtual learning and connection through book discussions, we launched three reading tracks that provided opportunities to enhance personal leadership skills and business acumen.



Fostering a Diverse, Equitable & 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 teams. We regularly examine our norms and strengthen our policies and procedures, especially those related to talent management.

Highlights

- We launched our new formal executive sponsorship program, which encourages a diverse mix of high-potential employees by connecting them with leaders who will provide support and act as an advocate. With 52 sponsors and sponsees, the program will build a robust pipeline of talented and diverse leaders for the company.
- With Veterans being an important part of our workforce, we continued to actively recruit Veterans, as well as members of the National Guard and Armed Forces Reserves, for positions within the company. To enhance the Veteran talent pipeline, we strengthened our partnerships with Veteran-serving organizations such as U.S. Army Soldier for Life, Navy and Marine Corps Fleet and Family Services, U.S. Air Force Installation (Yokota AFB) Airman for Life, and Center for Energy Workforce Development. In all, Veterans represented 11% of our new hires in 2021.
- Our Leadership Development Program now offers an array of engaging rotational learning experiences that hone the leadership and technical skills of recent college graduates as they embark on their careers. In 2021, our recruitment efforts pivoted to a virtual platform. We participated in more than 45 digital career fairs at colleges, universities, women's colleges, and historically black college and universities (HBCUs) across the country, as well as with professional development organizations. In 2021, our Leadership Development Program cohort consisted of 48% women and 64% people of color.
- A total of 90 candidates graduated from the Tools for Employees Advancing into Management (TEAM) Program, which provides technical and leadership development for recently promoted union employees. Among them, 32% were women and 60% were people of color. In addition, a new TEAM Program Overview Workshop was introduced in 2021 to provide a detailed outline of the TEAM candidate's journey. The Workshop included tools, resources, and insights to facilitate success through program completion.



- We remotely onboarded 189 co-op interns to help support initiatives within the company's Business, IT, and Engineering groups and to provide developmental opportunities to emerging talent. We continued to foster an inclusive workplace by actively sourcing diverse talent. Women comprised 44.4% of the 2021 co-op cohort, and 62.4% were of diverse backgrounds.
- We continued to leverage our strategic partnerships with academic, social, community, non-profit, and professional organizations. Our commitment to recruiting a diverse and talented workforce was reinforced through our partnerships with organizations that include: Society for Women Engineers (SWE), National Society of Black Engineers (NSBE), Black Leaders Advocating for Change (BLAC), Society of Hispanic Professional Engineers (SHPE), National Action Council for Minorities in Engineering (NACME), National Association for the Advancement of Colored People (NAACP), and the American Association of Blacks in Energy (AABE). To support the recruitment needs of the Law department, we also developed a partnership with the Minority Corporate Counsel Association (MCCA) and offered summer internships through DiversityLabs and its Diversity Pipeline Initiative.
- To invest in the communities we serve, we hired directly from local talent pools. We participated in career fairs with the NYC Department of Small Business Services (SBS), Workforce 1 Career Center, and the Office of the Queens Borough President. We further developed our school-to-industry pipelines through partnerships with institutions such as Brooklyn Technical High School, Energy Tech High School, Bronx Design and Construction Academy, and Saunders Vocational High School. Our relationships with these schools have helped garner interest in the energy industry and our company while also providing the schools with curriculum development and support, co-op opportunities, mentorships, and career information sessions. Additionally, our ongoing partnership with Non-Traditional Employment for Women (NEW) NYC, and our recent partnership with Grace Institute, have helped us develop pathways for women to build careers in non-traditional industries.
- At Orange & Rockland, an open and proactive relationship with the local National Association for the Advancement of Colored People (NAACP) leadership continued. In 2021, half of the employees hired were people of color, and 36.1% of promotions were people of color. Women accounted for 21.4% of the new hires—and 24.1% of promotions. Companywide, there were 64 self-identified Veterans, and 7.1% of new hires were Veterans. Issues including recruitment efforts, career development programs, and the supplier diversity program were all discussed during the annual meeting.
- The Clean Energy Business saw diversity representation grow 3% in its manager and director positions since last year. In the internship program, of the 33 total students, 42% were women and 42% were people of color. Twelve interns went on to accept offers, with 33% being women and 42% being people of color. Consistent intranet promotion of company cultural awareness programs increased employee engagement in those events as well.

Connecting Diversity, Equity & 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 a diverse, equitable, and inclusive environment that enables everyone to feel valued, respected, and that they belong. Across the company, our leaders continue to put our strategy into action each day by supporting local employee efforts.

Highlights

- As a signatory member of CEO Action for Diversity & Inclusion, Chief Executive Officer Tim Cawley, along with Orange & Rockland Utilities President Bob Sanchez, joined with more than 2,000 peers from the world's leading companies and universities to advance DEI across their organizations. They heard from speakers and explored diversity, equity, and inclusion through the lens of Environmental, Social, and Governance (ESG), with a specific focus on data and transparency. Each CEO signed a pledge to create a more diverse, inclusive, and equitable workforce and:
 - Cultivate environments that support open dialogue on complex—and often difficult—conversations around diversity, equity, and inclusion
 - Implement and expand unconscious bias education and training
 - Share best-known diversity, equity, and inclusion programs and initiatives—as well as those that have been unsuccessful
 - Engage boards of directors when developing and evaluating diversity, equity, and inclusion strategies
- Through CEO Action for Diversity and Inclusion, we continued our participation in the CEO Action for Racial Equity Fellowship Program. The aim of this program is to identify, develop, and promote scalable and sustainable public policies and corporate engagement strategies that will advance racial equity, address social injustice, and improve societal well-being.
- The Executive Diversity & Inclusion Council remained engaged in advancing policy and procedure changes, hosting employee forums focused on contemporary social issues and cultural awareness, and providing leadership support for our many Diversity, Equity & Inclusion networks.
- To support active engagement in the ongoing dialogue, awareness, and celebration of diversity, we developed the *D&I Playbook Volume 2.0: Connecting Across Differences*. This step-by-step guide helps managers to facilitate conversations to address barriers to inclusion, foster trust, and collaborate, with the goal of building more authentic relationships.



Communicating & Engaging

We're very proud of our employees, and we take opportunities to highlight them and their interests. We share their stories, photos, and videos to celebrate them in their own words.

Our employee resource groups continue to expand and grow. To date, nearly 3,600 employees participate in one of the many new and longstanding employee resource groups across the company: APACE (Asian Professional Alliance of Con Edison), BUILD (Blacks United in Leadership and Development), CLARO (Cultivating Leadership and Actively Realizing Opportunities, inspiring Hispanic and other employees to reach their full potential), The Emerald Society Con Edison—Irish Heritage, LGBTQ+, Moms On It/Dads Matter, Veterans of Con Edison, and Women of Con Ed.

In 2021 we welcomed two new ERGs:

CapeABLE (Advocating, Belonging, Leading, Engaging) was formed to support the greater involvement, organization, and inclusion of individuals with disabilities and those who support them within the workplace.

JADE (Jewish Americans for Development and Empowerment) was created to empower employees to achieve their full potential while supporting the company's culture of diversity, equity, and inclusion. The group focuses on networking, professional development, mentoring, leadership opportunities, and cultural awareness.

Highlights

During 2021, as we tackled the second year of the pandemic, our employee resource groups continued to embrace technology to create forums that kept employees connected and engaged, advanced cultural awareness, and provided outreach and career development support. Some of the events for 2021 included:

- **APACE** held a series of events to create awareness of the rise in anti-Asian bias and promote support for the Asian community, including town halls, Upstander Intervention training, a presentation from the New York City Commission on Human Rights, and an APAHM (Asian Pacific American Heritage Month) Community Partners Panel. The group also hosted celebrations in recognition of the Lunar New Year and Diwali. Other events included the History of Asian Americans in the US Military, Asian Americans PBS DocuSeries: AAPI (Asian American and Pacific Islander) Heritage, and Harvest Moon Festival.

- **BUILD** celebrated Black History Month with a series of engaging events showcasing Black excellence. Among them were: History of Weeksville, a Free Black Community in Pre-Civil War America; Tribute to the Arts: History of Black Music and Arts; Women for the Culture Panel; Self Made—The Story of Madame C.J.Walker; a presentation about the The Little Rock Nine; Volunteer with BUILD: Freedmen's Bureau Transcription Project; Juneteenth Celebration with Snug Harbor Cultural Center; Juneteenth event in collaboration with Orange & Rockland Local DEI Multicultural Advisory Council; and a Breast Cancer Awareness program.
- **CLARO** sponsored several creative events, including the popular Know Your Executive Series, CLARO & LGBTQ+ Event Exploring Diverse Career Paths; Celebrate Hispanic Heritage Month; Watch, Learn, & Discuss Flamenco; and Ballet Hispanico. To recognize Career Development Month, the group also hosted a session that shared corporate resources to support employee career development.
- **Emerald Society** marked Irish Heritage month with a discussion with Daniel Mulhall, Ireland's 18th Ambassador to the United States and an Irish Outsiders Tour of the Tenement Museum. To mark September 11th, the group hosted a commemoration with Daniel A. Nigro, commissioner of the New York City Fire Department.
- **LGBTQ+** sponsored a Transgender Day of Remembrance, poetry readings by LGBT authors, History Time-Travel, an informative session on proper use of pronouns, a Lunch and Learn on mental and physical wellness, and a Celebration of Pride Month.
- **Moms On It/Dads Matter** offered sessions for parents on How Best to Support Your Children During Remote Learning, Strategies for Enhancing Your Children's Social Connections, and Coping with Your Guilt, Parents To Be: Maternity, Parental and Family Leave Policies, and Breastfeeding Support.
- **Veterans of Con Edison** conducted Memorial Day celebrations throughout our service territory, in partnership with Con Edison 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. The group also participated in the New York City Veterans' Day Parade and the Tunnels to Towers 5K, as well as supported Wreaths Across America, Vet-to-Vet suicide prevention, Blue Star Families, and Victory Hill Riding Stables, which provides therapeutic horse riding for veterans with PTSD. Its annual Veterans' Day leadership event featured keynote speaker Retired U.S. Air Force Colonel Dede Halfhill.
- **Women of Con Ed** expanded Lean In Circles, monthly small-group sessions that enable women to connect, learn new skills, network, seek advice, and encourage each other. Topics in 2021 included Progress not Perfection, Build Your Momentum, Are You a Change Maker?, Build Trust—Create Community, and Accountability Circle.

Communicating & Engaging (continued)

Employee Resource Groups of Con Edison	Members
APACE (Asian Professional Alliance of Con Edison)	464
BUILD (Blacks United in Leadership and Development)	245
CapeABLE	112
CLARO (Cultivating Leadership and Actively Realizing Opportunities) Hispanic Heritage	364
Emerald Society—Irish Heritage	526
JADE	103
LGBTQ+	173
Moms ON IT/Dads Matter	617
Veterans of Con Edison	686
Women of Con Edison (WOCE)	304
Total Membership	3,594



Awards and Recognitions

Our commitment to diversity, equity, and inclusion continues to get noticed. Both our company and our employees received recognition in 2021.

Highlights

- The Asian American Business Development Center's Outstanding 50 Asian Americans in Business Award 2021 Winner: **Zhao Feng (Jeff) Mah**
- ASPIRA of New York's Annual Circle of Achievers Award for Empowering Latino Youth 2021 Winner: **Ana Bolivar**
- As You Sow 2021 — non-profit organization that recognizes companies who foster a culture based on justice and equity
- *Black EOE Journal* Top Employers, Top Utilities & Top Supplier Diversity Programs in 2021
- **Katia Gordon** included on *City & State New York* Power 100
- *Crain's* Excellence in Diversity and Inclusion Award 2021
- *Diversity Inc.* Top Companies for Utilities 2021
- *Forbes Best* Employers for Diversity 2021
- *Hispanic Network Magazine* Top Employers, Top Utilities & Top Supplier Diversity Programs in 2021
- **Jennifer Flynn** made the *Irish Echo* 2021 40 Under 40
- **Brianne Conlan** named *Irish Echo* 2021 Irish Labor Ambassador
- *Latina Style* 2021 Top Companies for Latinas
- *New York Moves Magazine* Diversity Awards 2021 Honoree: **Nicole Leon**
- *Professional Women's Magazine* Top Utilities & Top Supplier Diversity Programs for 2021
- SIEDC (Staten Island Economic Development Corp) 2021 Recognition to **Katia Gordon**
- *U.S. Veterans Magazine* Top Veteran-Friendly Companies in 2021



Supplier Diversity

Our commitment to diversity and inclusion extends to our procurement activities. Initiatives within our Supply Chain Procurement function help to support our commitments to the economic vitality of the communities we serve. In 2021, we purchased \$362 million from women- and minority-owned businesses, and we purchased \$582 million from small businesses. Our increases in small business spending categories such as disadvantaged, veteran, and women-owned were achieved in spite of challenges associated with the COVID-19 pandemic and a weakened economy. Our Supplier Diversity Program supported diverse businesses while also supporting our transition to a clean energy company.

Con Edison's clean energy vision sees a future in which all our residents not only benefit as recipients of our energy efficiency programs, but also have the opportunity to participate in the implementation of these programs as vendors and employees. Our Supply Chain organization supported this commitment through its Green Energy Opportunities Program and Clean Energy Academy. The Clean Energy Academy is a partnership between our Energy Efficiency Program, Willdan Energy, the state of New York, and non-profit organizations, including the Fortune Society, Green City Force, and Non-traditional Employment for Women.

Through these collaborations we are leveraging energy efficiency projects subsidized by Con Edison to create contract opportunities for Minority- and Women-Owned Business Enterprise (MWBE) subcontractors and jobs for low-income New York City housing residents. So far, this program has yielded over \$15 million in contract opportunities for MWBE subcontractors. It has also provided training to over 250 low-income New Yorkers in electrical mechanical building systems, including lighting, HVAC, and refrigeration. We will continue to expand this program; in fact, we have already secured \$2.1 million to train more than 900 students in 2022. Projects completed through this program also help Con Edison achieve its goals to reduce energy use and associated costs for customers.



Diversity by the Numbers

Total Employees										
	2017		2018		2019		2020		2021	
Total	15,255		14,955		14,596		14,066		13,871	
Women	3,210	21.04%	3,179	21.26%	3,123	21.40%	3,085	21.93%	3,036	21.89%
People of Color	7,317	47.96%	7,220	48.28%	7,080	48.51%	6,900	49.05%	6,890	49.67%
Black	3,193	20.93%	3,121	20.87%	3,043	20.85%	2,931	20.84%	2,887	20.81%
Asian	1,272	8.34%	1,272	8.51%	1,256	8.61%	1,239	8.81%	1,262	9.10%
Native American	33	0.22%	36	0.24%	40	0.27%	43	0.31%	44	0.32%
Hispanic	2,667	17.48%	2,647	17.70%	2,599	17.81%	2,540	18.06%	2,551	18.39%
White	7,938	52.04%	7,735	51.72%	7,516	51.49%	7,166	50.95%	6,981	50.33%
Pacific Islander	28	0.18%	28	0.19%	30	0.21%	28	0.20%	32	0.23%
Two or More Races	124	0.81%	116	0.78%	112	0.77%	119	0.85%	114	0.82%

Total Hires										
	2017		2018		2019		2020		2021	
Total	1,133		609		516		394		709	
Women	352	31.07%	192	31.53%	200	38.76%	127	32.236%	149	21.02%
People of Color	617	54.46%	307	50.41%	296	57.36%	223	56.60%	400	56.42%
Black	298	26.30%	111	18.23%	124	24.03%	86	21.83%	160	22.57%
Asian	119	10.50%	74	12.15%	57	11.05%	61	15.48%	78	11.00%
Native American	6	0.53%	3	0.49%	4	0.78%	3	0.76%	4	0.56%
Hispanic	187	16.50%	116	19.05%	105	20.35%	69	17.51%	146	20.59%
White	516	45.54%	302	49.59%	220	42.64%	171	43.40%	309	43.58%
Pacific Islander	3	0.26%	2	0.33%	4	0.78%	0	0.00%	5	0.71%
Two or More Races	4	0.35%	1	0.16%	2	0.39%	4	1.02%	7	0.99%

Total Promotions										
	2017		2018		2019		2020		2021	
Total	1,333		1,158		1,176		1,298		1,078	
Women	322	24.16%	213	18.39%	265	22.53%	256	19.72%	218	20.22%
People of Color	657	49.29%	535	46.20%	574	48.81%	606	46.69%	543	50.37%
Black	234	17.55%	192	16.58%	225	19.13%	260	20.03%	205	19.02%
Asian	129	9.68%	115	9.93%	95	8.08%	94	7.24%	100	9.28%
Native American	2	0.15%	3	0.26%	6	0.51%	7	0.54%	6	0.56%
Hispanic	277	20.78%	208	17.96%	233	19.81%	236	18.18%	222	20.59%
White	676	50.71%	623	53.80%	602	51.19%	692	53.31%	535	49.63%
Pacific Islander	2	0.15%	7	0.60%	7	0.60%	3	0.23%	5	0.46%
Two or More Races	13	0.98%	10	0.86%	8	0.68%	6	0.46%	5	0.46%

