

Diversity, Equity & Inclusion

Annual Report 2020

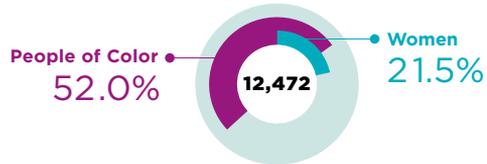


Diversity by the Numbers

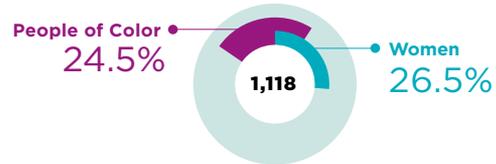
Con Edison, Inc., Total Employees



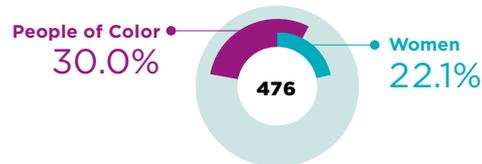
Con Edison of New York



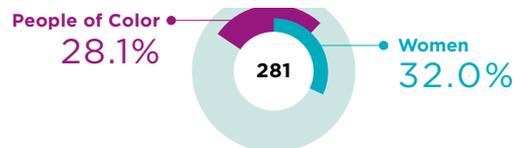
Orange and Rockland Utilities



Clean Energy Businesses & Con Edison Transmission



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



Diversity, Equity & Inclusion: Transforming Our Culture

What a year it's been. Across the country, we faced incredible challenges and uncertainty. While the unprecedented challenges of COVID-19 allowed us to prove our resilience, the murders of George Floyd, Breonna Taylor, and too many others, sharply exposed a different pandemic: the racial injustice and systemic inequality in our country. Even the virus has impacted people of color disproportionately, and sadly, misinformation and misplaced blame for the virus have led to a rise in attacks against Asians since the start of the pandemic.

At Con Edison, we know that a diverse and inclusive company is a stronger, more successful company. And despite this company's longstanding commitment to making sure our workplace is diverse, equitable, and inclusive, the past year has caused us to reflect on our past efforts and recommit to the fight against racism, systemic discrimination, and bias of all kinds.

We took quick action to respond and initiated plans that would drive change in meaningful ways. We established a new Corporate Diversity, Equity & Inclusion Action Plan to keep us laser-focused on the task at hand, using a two-pronged approach. We will use data to help us understand more clearly where gaps may exist and what actions we can take to ensure that our employees at every level truly reflect the diversity of our communities. At the same time, we will work to transform our corporate culture to create a workplace that celebrates individual differences and where everyone is included, valued, and respected.

Our employee resource groups stepped up to the challenges of remote engagement to offer opportunities that increased awareness and supported colleagues across the company. Blacks United in Leadership Development (BUILD) saw an immediate need for a space where employees throughout the company could express feelings and share experiences, and worked with the Diversity & Inclusion team to launch a series of virtual forums, "BUILDing Bridges: Courageous Conversations." In early 2021, the Asian Professional Alliance of Con Edison (APACE) held similar forums to address the upsurge in violence against Asians. Throughout the year, many of these groups helped foster connection and engagement while celebrating our myriad cultures in a period of isolation.

Still, our transformation will not be complete until every one of our 14,000 employees feel valued, included, and able to reach their full potential. To help drive these priorities, a new Diversity & Inclusion Task Force was set up to review and enhance our systems, policies, and processes that support and sustain equity and inclusion.

We've made important progress over the years, yet, there is more work to do. These actions, backed by strong leadership, create an even clearer path forward.

Timothy P. Cawley, President and Chief Executive Officer

Joan Jacobs, Vice President, Learning and Inclusion

Our Corporate Diversity, Equity & Inclusion Action Plan

Our goal has long been to make sure everyone feels free to contribute, that they belong, and they have a voice. The events of 2020 heightened our sense of urgency and our commitment to fostering a workplace of inclusion, equity, and respect. We had to ask ourselves if we were doing enough to ensure fairness in our workplace. What more could we do to move the needle?

In response, we developed a new 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-prong strategy: data-driven change and culture transformation. The 14-point plan will be implemented through the work of our newly formed Diversity & Inclusion Task Force. This cross-functional team of employees will focus on closely examining metrics to truly understand the representation of our workforce, and identifying areas of opportunity as well as areas where we have made solid progress. They 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

Our Diversity, Equity & Inclusion Strategy

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

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. Not only do we hear and see from our employees that we're a different company, but we use global diversity and inclusion benchmarking metrics from the world-renowned Centre for Global Inclusion.

4 Key Areas of Focus



Advancing Diversity, Equity & 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, 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; 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. With the onset of COVID-19, and nearly half our workforce shifting to remote work, we transitioned to digital platforms to continue to train employees in an array of learning forums focused on diversity, equity, inclusion, and Equal Employment Opportunity compliance.



Highlights

- **Con Ed Connects** This interactive forum engages employees to share their feelings, connect through their experiences, and build a sense of community during potentially stressful and isolating times.
- **Value of Inclusion** Through open dialogue, participants work together during this workshop to identify strategies and specific, meaningful steps to foster an inclusive environment within the new remote workplace.
- **BUILDing Bridges: Courageous Conversations** Employees candidly discuss the personal impact of race in America and share their concerns, fears, and frustrations while shedding light on the ongoing challenges and inequities faced by people of color.

Advancing Diversity, Equity & Inclusion Through Learning

Highlights (continued)

- **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.
- **D&I Summit** Specifically for employee resource group leaders and local D&I Council members, participants share in open and candid conversations about daily activities and interactions that impact managers as they lead diverse teams, and learn the skills and tools needed to foster a culture of inclusion and respect across all levels of the company.
- **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.

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

- Our new formal executive sponsorship program encourages a diverse mix of high-potential employees by connecting them with leaders who will provide support and advocate for them. The program will build a robust pipeline of talented and diverse leaders for the company.
- We continued to expand our focus on Veterans in the workplace by partnering with organizations across every branch of the U.S. military, as well as the New York American Legion, Abilities, Vets in Tech, and Veterans Job Mission. Veterans represented 11 percent of all external hires in 2020. The first all-veteran orientation cohort for Electric Operations Underground represented the U.S. Air Force, Army, Marine Corps, Navy, and the National Guard and Reserve.
- We redesigned and rebranded our long-standing and successful management development program. The new Leadership Development Program offers an array of engaging learning experiences that develop the skills of recent college graduates new to management roles. In 2020, the program had its most diverse cohort: Of 34 new hires, 22 were women and 20 were people of color. We pivoted to a virtual recruiting drive for 2021 and conducted more than 60 digital career fairs and received more than 860 applications for 26 positions.
- Orange & Rockland continued to strengthen its relationship with the National Association for the Advancement of Colored People, strategizing on inclusion efforts and talent acquisition.
- The Clean Energy Business participated in the 2020 Society of Women Engineers virtual conference, as well as networking and recruiting events at many colleges and universities. It successfully conducted its 2020 summer internship program as a remote experience. Of 25 students, 14 were women and 10 were people of color. The program led to 12 offers for full-time positions, of which 10 were accepted: 8 were women and 5 were people of color.

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 an 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 members of CEO Action for Diversity & Inclusion, former Chief Executive Officer John McAvoy and Orange and Rockland Utilities President Bob Sanchez participated with more than 1,400 peers from the world's leading companies and universities to share best practices for diversity and inclusion, increase awareness of unconscious bias, and cultivate open dialogue on complex and sometimes difficult diversity and inclusion topics. Last year, the group launched CEO Action for Racial Equity, a two-year fellowship to address systemic racism and injustice in society. Member CEOs were asked to nominate high-performing employees to focus full time on public policy and corporate best practices in education, healthcare, public safety, and economics, working with private and public foundations, nonprofits, and policy makers who focus on racial equity in society. Tohma Gadson-Shaw, department manager, Human Resources, is representing us in this important initiative.
- To ensure that we continued to create understanding across differences, we developed the "D&I Playbook: Leading Courageous Conversations." This step-by-step guide helps managers navigate sensitive and sometimes uncomfortable conversations about race as they have open, productive, and respectful dialogues about differences and the importance of valuing diversity.
- Con Edison CEO Tim Cawley, along with 190 other chief executives and business leaders, signed on with Partnership for NYC in support of racial and social justice.

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 people of Con Edison, affirms the company's value of diversity, and reinforces the importance of fostering an inclusive culture.

Our employee resource groups continue to expand and grow. To date, some 1,900 employees participate in one of the many new and longstanding employee resource groups across the company: Asian Professional Alliance of Con Edison (APACE), BUILD (Blacks United in Leadership & Development), CLARO (Cultivating Leadership and Actively Realizing Opportunities, inspiring Hispanic and other employees to reach their full potential), The Emerald Society – Irish Heritage, LGBT+ Pride, Moms On It/Dads Matter, Orange and Rockland Utilities Multicultural Advisory Committee, Veterans of Con Edison, and Women of Con Ed.



Highlights

During 2020 our employee resource groups embraced 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 2020 included:

- **APACE** events included a Learn About Workplace Re-Entry Lunch & Learn; Diwali Celebration and Presentation; Cooking with Gina; Mid-Autumn Festival Presentation; Virtual Volunteering with Asian Americans for Equality, a joint effort with CLARO; History of Asian-American Immigration; Dimensions of Effective Leadership; Asian-Americans in the U.S. Military; and Lunar New Year Celebration.
- **BUILD** hosted an informative virtual forum at the onset of the pandemic. Industry and medical professionals discussed the disparate impact of COVID-19 on the Black community and provided resources and information about physical and mental wellness.
- **CLARO** sponsored several creative events including Get Out the Vote with the Hispanic Federation; Celebrate Hispanic Heritage Month with Kianny Antigua and El Museo del Barrio; Celebrate Hispanic Heritage Month by reading *Poesías en Español*; Financial Strategies 101 Lunch & Learn; and Networking . . . and Salsa Too!
- **Emerald Society** kicked off Irish Heritage month with Cardinal Timothy Dolan taking a tour of our control center, followed by an engaging discussion and networking session attended by more than 300 employees.

- **LGBT+ Pride** sponsored a Transgender Day of Remembrance and Resilience including an informative resource guide to encourage awareness, and Celebrate Pride: A Virtual Tour of Pre & Post Stonewall Activism.
- **Moms On It/Dads Matter** offered Lunch & Learn sessions covering Con Ed Maternity Leave, Parental Leave, Family Leave, and Adoption policies and a Company Leave Policy Update, as well as a Lactation Counselor Certification and Lactation Support Group.
- **O&R Multicultural Advisory Committee** hosted Travel the World: Coming to America — Celebrating US! and sponsored volunteer events including blood drives, coat-and-hat drives, and, in partnership with Fearless Domestic Violence Shelter, a program to “adopt” a family and provide clothing and gifts for the holidays.
- **Veterans of Con Edison** hosted a joint event with the Emerald Society featuring a virtual tour of the 69th Infantry Regiment. Other events included Honoring Our Veterans and the Veteran Jobs Mission Town Hall 10-year anniversary celebration featuring Jamie Diamon, chairman and CEO of JPMorgan Chase & Co. and Chuck Robbins, chairman and CEO of Cisco.
- **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 2020 included Creating a 2020 Vision Board; Rethinking Time: The Power of Multipliers; Your Vision, Your Focus, Your Goals; Lean into Positivity; Self-Care; and Be an Ally.

Employee Resource Groups of Con Edison	Members
APACE (Asian Professional Alliance of Con Edison)	402
BUILD (Blacks United In Leadership and Development)	210
CLARO (Cultivating Leadership and Actively Realizing Opportunities) Hispanic Heritage	310
Emerald Society - Irish Heritage	517
LGBT+ Pride	157
Moms ON IT/Dads Matter	646
MAC (Orange & Rockland Multicultural Advisory Committee)	13
Veterans of Con Edison	715
Women of Con Ed	298

Awards and Recognitions

Our commitment to diversity, equity, and inclusion continues to get noticed. Both our company and our employees received recognition in 2020.

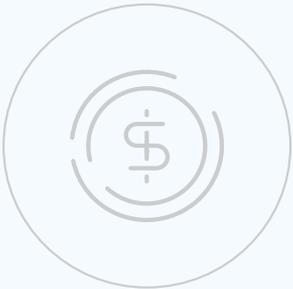
Highlights



- ASPIRA of New York's Annual Circle of Achievers Award for empowering Latino youth
2020 Winner: Patrick Prieto
- *LATINA Style* top companies for Latinas for the 16th year
- *Diversity Inc.* 2020 Top Companies for Utilities
- *Military Times* top 100 Best Employers for Vets for the third year in a row, progressing from 48th to 33rd to 8th place
- Patriots Award for Employer Support for Guard and Reserve to **Joan Jacobs**, Con Edison;
Todd McLeod, Orange & Rockland
- *US Veterans Magazine* "Best of the Best" for the second year in a row
- *Forbes* America's Best Employers for Diversity 2020 List top 500 overall; and in the top 5 among utilities
- **Nicole Leon** made *Crain's New York Business* list of Notable Women in Talent Resources
- The Irish Echo 10th Annual Irish Labor Awards **2020 Winner: James O'Leary**

Supplier Diversity

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



Highlights

- We purchased \$322 million in goods and services from minority-owned and women-owned firms.
- We purchased \$503 million in goods and services from small businesses.
- Green Energy Opportunities is a partnership between our Energy Efficiency department, Willdan Energy, and nonprofit Green City Force, which develops contract opportunities for minority and women subcontractors, and job opportunities for New York City Housing residents. In 2020, the program yielded \$6 million in contract opportunities for women- and minority-owned businesses, as well as training in electrical mechanical building systems including lighting, HVAC, and refrigeration for 120 low-income New Yorkers, and employment for 70 community residents.
- We purchased more than \$4 million in personal protective equipment, including hand sanitizer and masks, from minority- and women-owned businesses.
- We worked with a woman-owned business to retrofit existing office furniture with partitions to create safer workspaces.
- We received a Supplier Diversity award from the New Jersey Board of Public Utilities Supplier Diversity Development Council in recognition of the positive contributions made in the communities we serve.

Diversity by the Numbers

Total Employees										
	2016		2017		2018		2019		2020	
Total	14,941		15,255		14,955		14,596		14,066	
Women	3,063	20.50%	3,210	21.04%	3,179	21.26%	3,123	21.40%	3,085	21.93%
People of Color	7,025	47.02%	7,317	47.96%	7,220	48.28%	7,080	48.51%	6,900	49.05%
Black	3,055	20.45%	3,193	20.93%	3,121	20.87%	3,043	20.85%	2,931	20.84%
Asian	1,193	7.98%	1,272	8.34%	1,272	8.51%	1,256	8.61%	1,239	8.81%
Native American	27	0.18%	33	0.22%	36	0.24%	40	0.27%	43	0.31%
Hispanic	2,600	17.40%	2,667	17.48%	2,647	17.70%	2,599	17.81%	2,540	18.06%
Caucasian	7,916	52.98%	7,938	52.04%	7,735	51.72%	7,516	51.49%	7,166	50.95%
Pacific Islander	27	0.18%	28	0.18%	28	0.19%	30	0.21%	28	0.20%
Two or More Races	123	0.82%	124	0.81%	116	0.78%	112	0.77%	119	0.85%

Total Hires										
	2016		2017		2018		2019		2020	
Total	1,134		1,133		609		516		394	
Women	312	27.51%	352	31.07%	192	31.53%	200	38.76%	127	32.23%
People of Color	570	50.26%	617	54.46%	307	50.41%	296	57.36%	223	56.60%
Black	255	22.49%	298	26.30%	111	18.23%	124	24.03%	86	21.83%
Asian	133	11.73%	119	10.50%	74	12.15%	57	11.05%	61	15.48%
Native American	6	0.53%	6	0.53%	3	0.49%	4	0.78%	3	0.76%
Hispanic	173	15.26%	187	16.50%	116	19.05%	105	20.35%	69	17.51%
Caucasian	564	49.74%	516	45.54%	302	49.59%	220	42.64%	171	43.40%
Pacific Islander	1	0.09%	3	0.26%	2	0.33%	4	0.78%	0	0.00%
Two or More Races	2	0.18%	4	0.35%	1	0.16%	2	0.39%	4	1.02%

Total Promotions										
	2017		2018		2019		2019		2020	
Total	1,304		1,333		1,158		1,176		1,298	
Women	311	23.85%	322	24.16%	213	18.39%	265	22.53%	256	19.72%
People of Color	633	48.54%	657	49.29%	535	46.20%	574	48.81%	606	46.69%
Black	241	18.48%	234	17.55%	192	16.58%	225	19.13%	260	20.03%
Asian	95	7.29%	129	9.68%	115	9.93%	95	8.08%	94	7.24%
Native American	4	0.31%	2	0.15%	3	0.26%	6	0.51%	7	0.54%
Hispanic	280	21.47%	277	20.78%	208	17.96%	233	19.81%	236	18.18%
Caucasian	671	51.46%	676	50.71%	623	53.80%	602	51.19%	692	53.31%
Pacific Islander	2	0.15%	2	0.15%	7	0.60%	7	0.60%	3	0.23%
Two or More Races	11	0.84%	13	0.98%	10	0.86%	8	0.68%	6	0.46%

