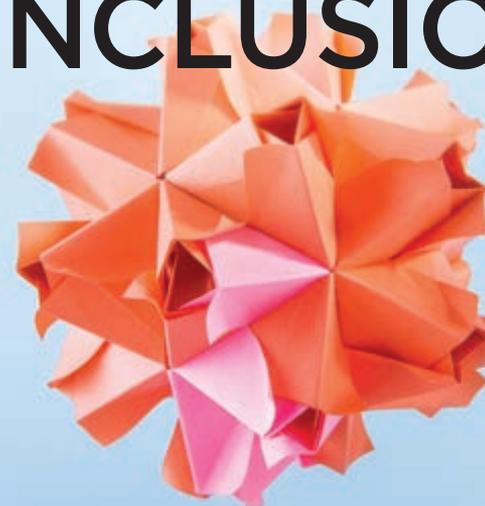
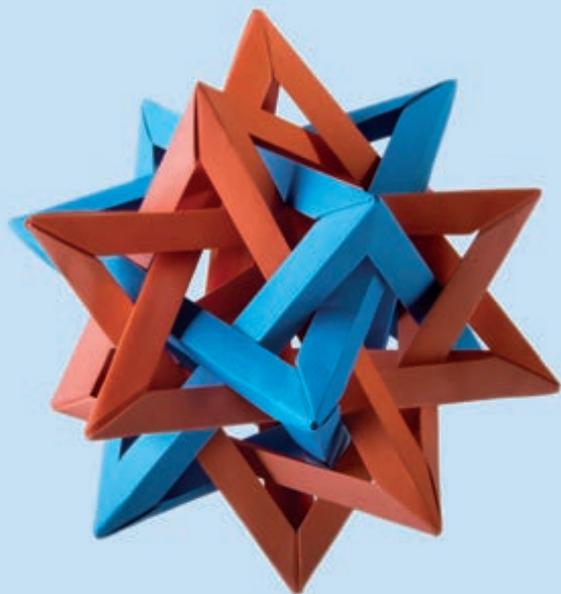




DIVERSITY & INCLUSION



 conEdison, inc.



ANNUAL REPORT 2015





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.

Watch the video at [conEd.com/diversity](https://www.conEd.com/diversity)



A very special thanks to Angela Cho, who is featured in this report, and her father-in-law Woong Bae Kim, a fine artist who created the origami on these pages. Kim originally created these origami pieces last year for his first grandchild, Cho's two-year-old son Frances.



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“Energizing the most exciting region in the world takes enormous talent.”

AN INCLUSIVE CULTURE EXPANDS OUR POSSIBILITIES



Joan Jacobs
Vice President,
Learning and Inclusion

John McAvoy
Chairman and CEO

Energizing the most exciting region in the world takes enormous talent. To power the lives and livelihoods of the 10 million people we serve, we depend on the best work and full potential of every one of our 15,000 women and men.

The strength of our diversity is impressive. We come from different cultures, backgrounds, and experiences. As our industry changes like never before, we need both our differences and our similarities to thrive and excel.

In 2015, we set the groundwork for our new diversity and inclusion strategy. Creating an inclusive culture helps us recruit and retain the best of the best. It invites each of us to speak up and voice our ideas and perspectives, listen to each other, and value our individual strengths. An inclusive culture expands our possibilities for the future.

We know increasing inclusion is challenging and complex. We are excited to be off to a great start.

To get it right, we're asking ourselves tough questions. What are we doing now that opens up or shuts down an inclusive environment? Does what we do match what we say?

We are reviewing our policies, procedures, and cultural norms to pinpoint what is working and what needs to change, and then implementing the changes needed with a sense of enthusiasm and urgency.

Our leaders are pivotal. We need leaders to lead by example, to model in their day-to-day work what it means to be inclusive, and to clearly explain what each of us can do to support an environment where we all feel engaged, valued, and included.

Significant industry changes challenge us to be sharp and bold. As we evolve, both our diversity and a culture of fairness, respect, and inclusion are critical for us to eliminate accidents and injuries, achieve operational excellence, and understand what our customers want and expect.

It's the right thing to do. Our future depends on it. And it's up to each one of us.

ADVANCING DIVERSITY AND EMBRACING INCLUSION



Nicole Leon

Director, Office of Diversity and Inclusion

The ancient art of origami requires the skillful and meticulous folding together of ordinary pieces of paper. Combined, the many folds create unexpected works of art. Much like the nearly 15,000 women and men who make up Con Edison, each origami is unique.

2015 was a year of change for the Office of Diversity and Inclusion. While the traditional equal employment opportunity categories remain a very important element of the work we do, we've expanded our focus on inclusion — dedicating ourselves to elevating our culture to the next level.

How we do our work is as important as the work we do. By making sure every employee feels valued, respected, and empowered to make a contribution, we are securing our company's future success.

This year, we introduced a new corporate-wide strategy designed to foster a culture of inclusion. This report explains the four key elements:

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 to our customers through two regulated utilities and our competitive energy businesses:

- Con Edison of New York delivers electricity, natural gas, and steam to customers in New York City and Westchester
- Orange and Rockland Utilities delivers electricity and natural gas to customers in parts of New York, New Jersey, and Pennsylvania
- Con Edison Solutions, Con Edison Energy, and Con Edison Development, (collectively called our competitive energy businesses) provide retail and wholesale electricity supply and energy services

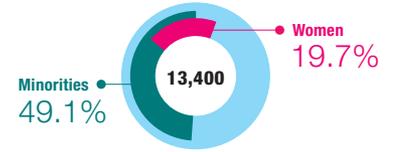
The power of our company is in the 14,805 women and men that make up Con Edison. Our employees reflect the diversity of the communities we serve – 47 percent are minorities and 20 percent are women. Of the 991 employees hired in 2015, 51 percent were minorities and 26 percent were women.

Minorities accounted for 46 percent of all promotions in 2015. Twenty-one percent of promotions were women.

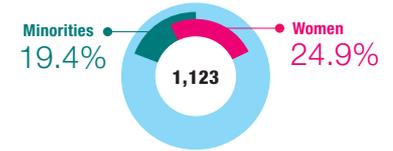
The percentage of minorities in band 4 (general managers and directors) and above positions increased from 28 percent to 30 percent in 2015, and women made up 30 percent of the band 4 and above positions, up from 29 percent in 2014.

Con Edison, Inc., Total Employees

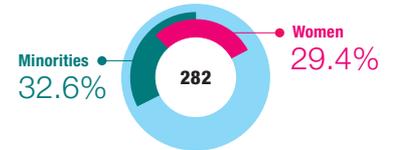
Con Edison of New York



Orange and Rockland Utilities



Competitive 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 and retain employees demonstrates to our employees and our stakeholders what we value. We value the talents, skills, backgrounds, and experiences of a diverse and inclusive team.

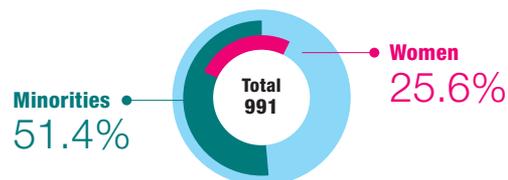
Attracting Talented Employees

Achieving an inclusive culture starts with attracting and recruiting broadly diverse candidates who represent the vast diversity of the many communities we serve. Our strategy is to seek talented potential 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.

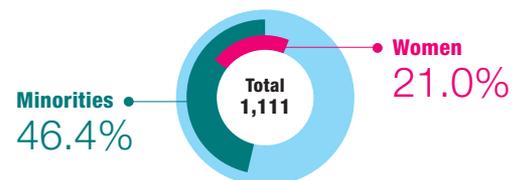
INTERNET AND SOCIAL MEDIA

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, people with disabilities, and minorities. We use a variety of Internet and social-media networks including LinkedIn, Indeed, America's Job Exchange, Military.com, trea.org (The Retired Enlisted Association), 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 Network offers us the opportunity to engage active job

2015 Minorities and Women Hired



2015 Minorities and Women Promoted



seekers through 50 diversity social-network sites such as Black Planet, MiGente, and AsianAve, connecting us with African-American, Latino, and Asian-American job seekers.

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 within 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 potential pipeline of candidates with technical skills necessary for some of our “hard-to-fill” positions. In 2015, Orange and Rockland participated in a total of 17 job fairs, 11 diversity fairs, and 10 college events.

Recruiting Veterans

Strengthening our partnerships with veteran-serving organizations to create a hiring pipeline continues to be a priority.

Through our partnership with the Center for Energy Workforce Development (CEWD) and Troops to Energy Jobs, in collaboration with Joining Workforce Council and Downstream Initiative, Con Edison works with National Grid to create a natural gas “boot camp” for the northeast region. The boot camp pilot program will train transitioning veterans for entry level (general utility worker) and middle level mechanic positions to meet forecasted hiring needs over the next five years.

We proactively recruited veteran candidates for available job opportunities and launched a pilot program to increase the pipeline of veterans for union technical positions such as electrical technician and junior designer. These and other veteran-focused recruiting efforts have positively impacted the representation of veterans in our applicant pools.

We also continued our membership with the 100,000 Jobs Mission Coalition, a consortium of military-friendly companies where veterans who visit the coalition site can explore Con Edison job listings. Con Edison also participated in key strategic recruiting activities for veterans such as Veterans on Wall Street Symposium (VOWS), Troops to Energy Jobs Recruiting Fair at Fort Drum, and Hiring Our Heroes Expo. In 2015, Con Edison and Orange and Rockland jointly hired 945 employees, of which 6 percent are veterans. Our competitive energy businesses recruit veterans and former service members by attending veteran-focused job fairs through Orion International, which has placed more than 30,000 veterans in corporate positions nationwide.

“To power the lives and livelihoods of the 10 million people we serve, we depend on the best work and full potential of every one of our 15,000 women and men.”





External Diversity Partners

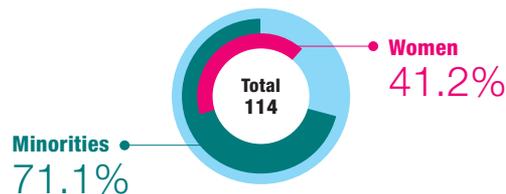
Working closely with a variety of diversity-related organizations helps us develop and nurture a pipeline of diverse potential employees for the future. These partnerships also help us connect with a broader group of talent, many of whom are difficult to attract through traditional channels.

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 (NACME) STEM Integration Model program, National Grid, the New York City Board of Education, LaGuardia Community College, and Energy Tech High School (ETHS) — 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 align college coursework with relevant technical skills and workplace competencies to create a utility-talent pipeline. These efforts have resulted in a significant realignment of LaGuardia Community College’s course curriculum for an AAS degree in electrical technology and mechanical technology. In 2015, the City University of New York approved the proposed curriculum for 16 new courses in electrical technology and mechanical technology. Of the 119 students in the 2015 freshman class, 84 percent were minorities and 22 percent were women. The sophomore class of 118 students included 81 percent minorities and 25 percent women. The junior class of 95 students is made up of 74 percent minorities and 18 percent women.

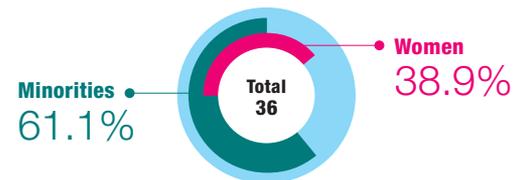
Con Edison Solutions and Con Edison Energy hired employees from Ability Beyond, a not-for-profit organization founded in 1953 by a group of parents who wanted a better life for their children with disabilities.

To attract more women to nontraditional careers, we continue to collaborate with Nontraditional Employment for Women (NEW), Hour Children, Hostos Community College, and Helmets to Hardhats. Our efforts have resulted in an increased number of women in the positions of general utility worker in Electric Operations, mechanic in Gas Operations Construction, and mechanic in Gas Distribution Services.

2015 Minority and Women Co-op Interns



2015 Minority and Women GOLD Associates



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 2015, Con Edison hired 114 co-op interns, of which 71 percent were minorities and 41 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 2015, we hired 123 summer interns of which nearly 40 percent were minorities and 42 percent were women.

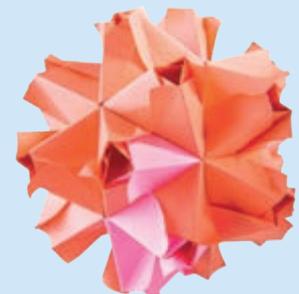
Growth Opportunities for Leadership Development (GOLD) Program

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 (AABE), and IEEE (Institute of Electrical and Electronics Engineers) to attract a diverse population of engineers and GOLD candidates. In 2015, we recruited 36 management associates into the GOLD Program, of which 61 percent were minorities and 39 percent were women.

College Hiring

We recently launched the Hiring College Graduates Pilot Program to recruit a diverse group of college graduates into management positions, specifically into the new "entry professional" title. In 2015, we hired eight entry-level professionals of which 25 percent were women and 75 percent were minorities.

“Significant industry changes challenge us to be sharp and bold.”





“We need
both our
differences and
our similarities
to thrive
and excel.”

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 resources on issues concerning sexual orientation, gender identity, and gender expression, as they affect employees and their dependents.

In 2015, the group worked with the Office of Diversity and Inclusion to review the company’s transgender guidelines, identify and launch training for company employees on transgender awareness, and provide support to transgender employees and their families. The group meets regularly with the Diversity and Inclusion team.

Moms ON IT

The mission of Moms ON IT is to assist members in achieving greater work-life balance. Moms ON IT helps parents at Con Edison of New York and Orange and Rockland Utilities balance work and parenting responsibilities, build strong family relationships, develop healthy and effective parenting strategies, prepare for the birth or adoption of a child, and help transition back to work after a maternity leave. Moms ON IT provides opportunities for employees to connect and share information, ideas and resources with other parents/ caretakers at brown-bag lunch meetings — often facilitated by Work-Home Wellness counselors. The meetings are open to all employees and offer a safe and welcoming forum to discuss sensitive issues and address the unique challenges faced by working parents. Moms ON IT advocates for all employees on parenting issues and works closely with Human Resources and Occupational Health.

Multi-Cultural Advisory Committee (MAC)

Orange and Rockland’s Multi-Cultural Advisory Committee worked with Human Resources on several diversity and inclusion initiatives. Focused on the value of diversity and creating an environment that fosters engagement and inclusion, employees participated in events for Black History Month, women in nontraditional jobs, LGBT employees, celebrating our veterans, and a seminar on cognitive diversity, to name a few.

Women of Con Edison

Women of Con Edison forums provide an opportunity for women across the company to network, gain self-awareness tools, and learn about options for career development. In 2015, the group offered two sessions: *First Impressions*, featuring a registered dietician

and nutritionist, an image consultant, and a representative from our Work-Home Wellness program; and *Get Career Advice from a Super Woman* featuring Patricia Hynes. Ms. Hynes is with the Environmental and Safety Review Board at Con Edison. She was named a top New York business litigation attorney by *Super Lawyers*, as well as one of the 50 Most Influential Women Lawyers in America by the *National Law Journal*.

Women in the Field

Women in the Field Forums provide women in nontraditional positions the opportunity to share their unique experiences and perspectives about working within the company. Discussions in 2015 focused on diversity and inclusion awareness, Women in Nontraditional Careers Mentoring Program, workplace safety and professional development.

Career Development

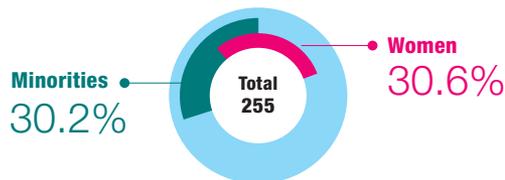
Con Edison supports employees in their career development. In 2015, employees had the opportunity to attend 11 Strategic Issues Seminars including *Energize Your Career*. The session focused on various aspects of the career-development process and tips on how to move forward. Throughout the year, we 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.

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.

“To get it right, we’re asking ourselves tough questions. What are we doing now that opens up or shuts down an inclusive environment?”



2015 Minorities and Women, Band 4 & Above



“An inclusive culture invites each of us to speak up and voice our ideas and perspectives, listen to each other, and value our individual strengths.”



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 is an interactive workshop that provides discussions focused on leadership styles and best practices that encourage 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 flagship leadership program focused on operational knowledge and executive leadership development for senior managers. In 2015, we introduced iPads into the Business Academy — leveraging new technology to enhance the overall learning experience. The iPads enabled participants to quickly and easily access relevant course information and reports, and submit assignments.

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 2015, for the first time, to promote greater networking and engagement, the Corporate and WINC programs launched together with an engaging introductory session. A mentoring oversight team also formed with the goal of enhancing our mentoring programs to ensure they support ongoing employee learning, growth, and development.

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 2015, 636 employees took advantage of tuition aid. Of these employees, 62 percent were minorities and more than 36 percent were women. In 2015, 129 employees received their degrees through the program. Of those who graduated in 2015, 67 percent were minorities, and more than 30 percent were women.



ADVANCING INCLUSION THROUGH LEARNING

Training is a fundamental element of our diversity and inclusion strategy. It is part of our long-term commitment to developing key skills and abilities that contribute to a respectful and inclusive work environment.

In 2015, we provided training on various levels. We provided basic training that advanced a consistent level of understanding about diversity and inclusion across the company. We also provided advanced training to build cultural competencies for how we lead ourselves, how we lead others, and how we lead the company.

Diversity and Inclusion Training

In 2015, the company 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 helps develop increased awareness of how to leverage the differences and similarities in our workplace. The course also reinforces the importance of demonstrating behaviors that support our company values of service, honesty, concern, courtesy, excellence, and teamwork.

All employees were also offered the opportunity to self-reflect and consider what diversity and inclusion means to them by taking a voluntary self-assessment. There were no “right” or “wrong” answers. The survey was a chance to personally consider the role we each play in helping to create a more inclusive environment.

The Office of Diversity and Inclusion also conducted in-person training for more than 3,500 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.

Two Strategic Issues Seminars focused on diversity and inclusion in 2015. *Embracing Diversity and Advancing Inclusion: Why Diversity Alone is Not Enough* discussed the company's new strategy for advancing a culture of inclusion and what it means for each employee. *Biases, We've All Got Them: Uncovering Yours Can Change Everything* offered employees the opportunity to learn about unconscious bias, what it is, and how awareness can help us improve how we work together.

Leadership Academy for Supervisors

To help prepare our field supervisors for increasing diversity of people, technology, and processes in our field environments, we launched the *Leadership Academy for Supervisors*. This program is designed to provide 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.

We also introduced two new courses — *Communicating with Impact* and *Management Associated Results Company (MARC) Training* — as part of the Leadership Academy. The *Communicating with Impact* course is designed to assist participants to further enhance their communication skills and their ability to effectively share thoughts and ideas in a variety of professional settings. MARC training provides participants with techniques, tools, and resources to effectively manage performance, address issue resolution, and promote collaborative union/management relationships. MARC training has been successfully implemented at utilities throughout the country and early results, including a pilot program in Central Operations, indicate that the program will help foster better working relationships between supervisors and their employees.

2015 Minorities and Women in Tuition-Aid Program



COMMUNICATING AND ENGAGING

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.

- We acknowledged the 50th anniversary of the Americans With Disabilities Act by featuring a story about the successful career of one of our company's leaders. Through sharing his personal story, employees with disabilities were encouraged to fully leverage their potential, voluntarily self-identify, and seek the availability of the various accommodations offered by the company.
- Con Edison and Orange and Rockland highlighted veteran employees in internal communications campaigns and enhanced strategic military partnerships. The Con Edison and Orange and Rockland corporate Military Steering Committee, made up of union and management employees, many of whom are veterans, made great strides in 2015. The committee identified key areas of focus and coordinated several events honoring veterans and active service members. Events included a Lunch and Learn Session with the Intrepid Museum exploring the ship's role in the Vietnam War. Active and former service members were invited to self-identify. Further, for the first time in our history, employees representing Con Edison walked as a group in New York City's Veteran's Day Parade.

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. To advance diversity and inclusion across the company, we engaged in the following activities in 2015:

Diversity and Inclusion Council

We established the 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. The council participated in training titled *Jump Start Your Diversity Council*, where they acquired new skills and tools to help move our diversity and inclusion strategy forward.



“We are reviewing our policies, procedures, and cultural norms to pinpoint what is working and what needs to change, and then implementing the changes needed with a sense of enthusiasm and urgency.”



The Diversity and Inclusion Council members are:

Joan Jacobs, Vice President, Learning and Inclusion

Mary Kelly, Vice President, Gas Engineering

Nicole Leon, Director, Office of Diversity and Inclusion

Elizabeth Moore, Senior Vice President and General Counsel

Joseph Oates, Senior Vice President, Corporate Shared Services

Francis Peverly, Vice President, Orange and Rockland Utilities

Frances Resheske, Senior Vice President, Public Affairs

Scott Sanders, Vice President and Treasurer

Robert Schimmenti, Senior Vice President, Electric Operations

Phyllis Taylor, Vice President, Law

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.

Corporate Recognition

CON EDISON NAMED TO THE BEST OF THE BEST ROSTER

Hispanic Network magazine named Con Edison to its 2015 Best of the Best roster of the nation's top companies for diversity in its workforce, supplier diversity programs, and an LGBT-friendly environment. The magazine chose the winners from among hundreds of Fortune 1000 companies.

LATINA STYLE SELECTS CON EDISON AS TOP COMPANY FOR LATINAS

LATINA Style magazine selected Con Edison from more than 800 companies as one of the 50 best companies for Latinas for the 11th year. The winning companies were highlighted for their dedication to diverse recruitment and promotion initiatives.

BLACK ENTERPRISE MAGAZINE NAMES CON EDISON A TOP 40 BEST COMPANY

Con Edison won a place on *Black Enterprise* magazine's list of Top 40 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.

CON EDISON IS NAMED AMONG THE 50 BEST COMPANIES TO WORK FOR IN AMERICA

For the first time, Con Edison made *Business Insider's* annual list of the 50 Best Companies to Work for in America. Each year, *Business Insider*, the largest online business news site, teams up with the employer-information website PayScale to find U.S. companies that stand out in pay, happiness, and more.

CON EDISON AMONG THE 100 BEST CORPORATE CITIZENS

Con Edison was named to *Corporate Responsibility's* annual list of 100 Best Corporate Citizens. Each year the magazine does an in-depth review of the way companies deliver on their commitments to the community, their transparency, and accountability, ranking companies in seven categories: environment; climate change; employee relations; human rights; corporate governance; financial performance; and philanthropy.

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 our corporate values of service, honesty, concern, courtesy, excellence, and teamwork, and the six principles of The Way We Work.

2015 LOV AWARD RECIPIENTS

Russell Borgio, Senior Meter Technician, Gas Operations

Herberth Diaz, Planner Field Tech Specialist, Bronx/Westchester Electric Construction

Vincent Galligan III, Customer Project Manager, Orange and Rockland

Michelle Hicks, Manager, Energy Services Bronx/Westchester

Shaun Smith, Section Manager, Brooklyn/Queens Overhead and Services

Ernesto Viggiano, Designer, Construction Services

JENNY BRITO HONORED AS LATINO CORPORATE ACHIEVER

Jenny Brito, section manager, Facilities Management, received the 2015 Latino corporate achiever award from ASPIRA. The national nonprofit group recognized Ms. Brito for her efforts in making a difference in the Latino community.

“Much like the nearly 15,000 women and men who make up Con Edison, each origami is unique.”





CHRISTINA HO NAMED TO YWCA-NYC ACADEMY OF WOMEN LEADERS

YWCA-NYC named Christina Ho, general manager, Steam Operations, to its Academy of Women Leaders. This recognition goes to top women executives and recognizes their outstanding professional achievements, civic commitment, and demonstrated leadership.

DELFINA ISAAC AND JULIUS WHITE EARN BLACK ACHIEVER AWARDS

Delfina Isaac, section manager in Transportation Operations, and Julius White, section manager in Stores Operations, each received a YMCA National Black Achievers in Industry Award. The award recognizes African-American professionals who exemplify self-improvement, diligence, community service, and advancement of corporate environmental excellence goals.

KING LOOK RECEIVES OUTSTANDING ASIAN AMERICAN IN BUSINESS AWARD

The Asian American Business Development Center named King Look, director, Energy Management, Electricity Supply, as one of its 50 Outstanding Asian Americans in Business. The national organization honored Mr. Look for his outstanding leadership and dedication to the communities Con Edison serves.

ELIZABETH MOORE RECEIVES THREE PRESTIGIOUS AWARDS

Senior Vice President and General Counsel Elizabeth D. Moore was named to *Savoy* magazine's list of 2015 Top Black Lawyers and to Lawyers Of Color's Fourth Annual Power List, a comprehensive catalog of the nation's most influential minority attorneys and non-minority diversity advocates. Both honors recognize Ms. Moore for her distinguished legal career and outstanding commitment to the community. In addition, Ms. Moore was selected by Cornell University to receive its Frank H. T. Rhodes Exemplary Alumni Service Award, given to alumni that "exemplify the spirit of volunteerism and serve as an inspiration" in their communities.

TIM SCHLAURAFF HONORED BY BUSINESS COUNCIL OF WESTCHESTER

The Business Council of Westchester named Tim Schlauraff, department manager of the Bronx/Westchester Control Center, as one of its 2015 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 chosen profession.

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 by creating opportunities for minority- and women-owned businesses. These suppliers helped our company deliver safe, reliable, and sustainable energy services to our customers. In 2015, we purchased more than \$280 million in goods and services from diverse businesses. Over the past decade, we have spent close to \$3 billion with minority- and women-owned businesses.

Supplier Diversity expenditures increased 12 percent for transmission and distribution materials and 102 percent for professional services contracts in 2015. We are growing our Supplier Diversity Program by better aligning our efforts in support of our company's strategic priorities of safety, operational excellence, and the customer experience.

Notable examples of 2015 contract awards include:

Safety

- \$6.8 million in contracts to a minority-owned business for safety equipment and clothing
- \$10 million in contracts to minority-owned businesses for site-safety work

Operational Excellence

- \$25 million in contracts to a woman-owned business for information-technology staffing
- \$18 million contract to a woman-owned business for freight-logistics services
- \$1.5 million contract to a minority-owned business for live gas-construction work

Customer Experience

- \$3.4 million contract to a woman-owned business for demand-management advisory services to enable our customers to reduce their energy usage

FINANCIAL SERVICES

We expanded our support of diverse suppliers in nontraditional areas such as financial services. Two minority-owned firms managed \$1 billion of U.S. small-cap and U.S. large-cap equity funds for Con Edison. We also hired two minority firms as co-managers/underwriters in bond transactions worth \$650 million. Expenditures in the financial services sector also included insurance services. We retained one broker to handle our business travel and employee crime insurance, and another to handle our liability and property insurance.

“Both our diversity and a culture of fairness, respect, and inclusion are critical for us to eliminate accidents and injuries, achieve operational excellence, and understand what our customers want and expect.”





“We need leaders to lead by example, to model in their day-to-day work what it means to be inclusive, and to clearly explain what each of us can do to support an environment where we all feel engaged, valued, and included.”

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 2015, we partnered with these organizations to host and/or participate in outreach events to recruit diverse vendors. We also helped diverse vendors to learn how they can better serve the needs of our customers by facilitating targeted matchmaker sessions with our procurement team and our internal subject matter experts.

LEADERSHIP IN SUSTAINABILITY

Con Edison continued to provide leadership in the utility industry in the areas of supplier diversity and sustainability through various initiatives and the vendors that it recruited.

Members of our Supplier Diversity team served in leadership roles locally, as vice president of the New Jersey Board of Public Utilities’ Supplier Diversity Development Council, and nationally, as co-chair of the Edison Electric Institute’s Supplier Diversity Industry Trends Group. We hosted and participated in forums that provided minority- and women-owned businesses with insights for how they can support our company’s priorities and enhance their own competitiveness by incorporating best practices related to safety, ethics, and sustainable business practices

The Supplier Diversity Program’s collaborations with our company’s Energy Efficiency group has resulted in contract opportunities for minority- and women-owned businesses that are reducing energy usage and energy costs for our customers and creating jobs for community residents.

In support of our company’s commitment to being responsible stewards of the environment, the Supplier Diversity Program also successfully recruited a woman-owned business in 2015 that won a contract providing resource-recovery advisory services. This woman-owned business is helping us to improve our sustainability by helping to reduce, reuse, and recycle materials within our supply chain.

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:

THE ACE MENTOR PROGRAM OF AMERICA

ACE is a mentoring program designed for high school students. Its mission is to engage, excite, and enlighten students, inspiring them to pursue careers in design, architecture, engineering, and construction. The organization offers mentoring and support for students' continued advancement in the industry. Through mentoring, each year, Con Edison employees provide ACE students with hands-on education and support.

THE ASPIRA ASSOCIATION

ASPIRA promotes empowerment in the Puerto Rican and Latino community. By developing and nurturing the leadership, intellectual, and cultural potential of its youth, ASPIRA positions young people to dedicate their skills to making a contribution to developing the Puerto Rican and Latino community. ASPIRA works at the grassroots level, providing students programs that prepare them to succeed in the educational arena, encouraging Hispanic students to stay in school, develop their leadership skills, and to serve their community.

THE DOOR

The Door serves New York City's most vulnerable young people. Supported by Con Edison, its Youth Technology Program provides technology resources enabling participants to produce portfolio-worthy artifacts showcasing the real-world technical knowledge and skills necessary for success.



CON EDISON OF NEW YORK SUPPORTED NEARLY 300 GROUPS WITH DIVERSITY-INITIATIVE PROGRAMS IN 2015. HERE IS A SELECTION:

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

Jackie Robinson Foundation	New York City ACT-SO, Inc.	St. George Theatre Restoration, Inc.
Jewish Children's Museum	New York City Hispanic Chamber of Commerce, Inc.	Studio Museum in Harlem, Inc.
Jewish Museum	New York Immigration Coalition Inc.	Teatro Circulo, Ltd.
Juan Pablo Duarte Foundation	New York State Association of Black and Puerto Rican Legislators, Inc.	Town Hall Foundation, Inc.
King Manor Museum	New York Urban League - Central Office	Urban Pathways, Inc.
Kings Majestic Corporation	Nontraditional Employment for Women (NEW)	Variety Boys and Girls Club Of Queens, Inc.
Kips Bay Boys and Girls Club, Inc.	North Shore, Staten Island Section, National Council of Negro Women, Inc.	Weeksville Heritage Center
Latino Center on Aging	One Hundred Black Men, Inc.	West Indian American Day Carnival Association, Inc.
League of Women Voters of the City of New York Education Fund	Operation Exodus Inner City	Wien House (YWHA)
League of Women Voters of Westchester Education Foundation	Pregones Touring Puerto Rican Theatre Collection, Inc.	Women's City Club of New York
Loisaida, Inc.	Professional Women in Advocacy Conference	Women's Enterprise Development Center, Inc.
Madison Square Boys & Girls Club	Puerto Rican Family Institute, Inc.	Women's Forum, Inc.
Martin Luther King Jr. Concert Series, Inc.	Redhawk Native American Arts Council	Women's Housing and Economic Development Corporation
Minkwon Center for Community Action	Resource Center for Community Development	YMCA of Greater New York
Museum of Chinese in America	Sadie Nash Leadership Project	Young Women's Christian Association of White Plains and Central Westchester
Museum of Contemporary African Diasporan Arts	San Juan Bautista, Fiesta/Archdiocese of New York Office of Hispanic Affairs	Young Women's Leadership Network
Musica de Camara, Inc.	Scenarios Usa Inc.	YWCA of the City of New York
NAACP New York Branch	Society of the Educational Arts, Inc.	
NAACP Northeast Queens	Somos el Futuro, Inc.	
NAACP of Brooklyn	Spanish Theatre Repertory Co., Ltd.	
National Action Council for Minorities in Engineering		
National Urban Fellows, Inc.		

APPENDIX

Total Employees										
	2011		2012		2013		2014		2015	
Total	14,982		14,526		14,653		14,637		14,805	
Women	2,777	18.54%	2,791	19.21%	2,942	20.08%	2,946	20.13%	3,009	20.32%
Minorities	6,541	43.66%	6,471	44.55%	6,639	45.31%	6,722	45.92%	6,890	46.54%
Black	3,046	20.33%	2,948	20.29%	2,980	20.34%	2,942	20.10%	3,008	20.32%
Asian	985	6.57%	1,009	6.95%	1,047	7.15%	1,095	7.48%	1,136	7.67%
Native American	20	0.13%	21	0.14%	20	0.14%	22	0.15%	24	0.16%
Hispanic	2,349	15.68%	2,346	16.15%	2,444	16.68%	2,520	17.22%	2,570	17.36%
Caucasian	8,441	56.34%	8,055	55.45%	8,014	54.69%	7,915	54.08%	7,915	53.46%
Pacific Islander	12	0.08%	13	0.09%	17	0.12%	21	0.14%	28	0.19%
Two or More Races	129	0.86%	134	0.92%	131	0.89%	122	0.83%	124	0.84%

Total Hires										
	2011		2012		2013		2014		2015	
Total	697		599		911		846		991	
Women	241	34.58%	233	38.90%	324	35.57%	234	27.66%	254	25.63%
Minorities	386	55.38%	330	55.09%	495	54.34%	433	51.18%	509	51.36%
Black	131	18.79%	105	17.53%	170	18.66%	134	15.84%	190	19.17%
Asian	86	12.34%	83	13.86%	101	11.09%	102	12.06%	120	12.11%
Native American	1	0.14%	2	0.33%	1	0.11%	4	0.47%	3	0.30%
Hispanic	161	23.10%	138	23.04%	218	23.93%	187	22.10%	189	19.07%
Caucasian	311	44.62%	269	44.91%	416	45.66%	413	48.82%	482	48.64%
Pacific Islander	4	0.57%	1	0.17%	4	0.44%	6	0.71%	5	0.50%
Two or More Races	3	0.43%	1	0.17%	1	0.11%	0	0.00%	2	0.20%

Total Promotions										
	2011		2012		2013		2014		2015	
Total	1,414		1,119		1,322		1,106		1,111	
Women	218	15.42%	239	21.36%	243	18.38%	262	23.69%	233	20.97%
Minorities	578	40.88%	565	50.49%	655	49.55%	531	48.01%	516	46.44%
Black	234	16.55%	208	18.59%	257	19.44%	225	20.34%	207	18.63%
Asian	88	6.22%	85	7.60%	113	8.55%	104	9.40%	92	8.28%
Native American	3	0.21%	5	0.45%	1	0.08%	3	0.27%	2	0.18%
Hispanic	237	16.76%	254	22.70%	269	20.35%	188	17.00%	199	17.91%
Caucasian	836	59.12%	554	49.51%	667	50.45%	575	51.99%	595	53.56%
Pacific Islander	0	0.00%	0	0.00%	2	0.15%	1	0.09%	3	0.27%
Two or More Races	16	1.13%	13	1.16%	13	0.98%	10	0.90%	13	1.17%



“We know increasing inclusion is challenging and complex. We are excited to be off to a great start.”

“We all have a stake in the company’s success. Creating an inclusive culture allows each one of us to express our ideas, explore our strengths, and engage our creativity. I believe inclusion stimulates innovation and is critical to thriving in our changing industry. It is fundamental to our success today, tomorrow, and well into the future.”

Craig Ivey
President, Con Edison of New York





ANTHONY BOVE
Distribution Mechanic
Con Edison of New York
Employee since 1987



ANGELA CHO
Senior Graphic Designer
Con Edison of New York
Employee since 2013



JEFFREY GOMES
Designer
Con Edison of New York
Employee since 2006



RICARDO HOLMAN
Construction Rep
Con Edison of New York
Employee since 1979



BEETCHIN JOSEPH
Senior Analyst
Orange and Rockland Utilities
Employee since 2013



KENNETH KOSIOR
Director
Orange and Rockland Utilities
Employee since 1979



CAROLINE LANDAU
Assistant General Counsel
Con Edison of New York
Employee since 2004



ADIA LOPEZ
Customer Field Rep
Con Edison of New York
Employee since 2013



CATHERINE MERCEDES
Senior Analyst
Con Edison of New York
Employee since 1992



ORLANDO SANTANA
Recruiter
Competitive Shared Services
Employee since 2009

