Diversity

We wish to thank everyone who appears in this report. These employees represent the varied backgrounds, perspectives, and talents of our rich and diverse workplace.

We asked what matters to them about their jobs. Watch the video at conEd.com/diversity.
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I am proud to present the 2013 Diversity annual report. This report showcases the strides we’re making to advance diversity and inclusion among our employees and in the communities we serve.

2013 was a year of exciting changes. Our board of directors selected John McAvoy as president and chief executive officer. New York City elected a new mayor who has pledged to focus on education and expand support for science, technology, engineering, and math. The federal government, for the first time in more than 40 years, adopted new regulations to promote diversity. And I became director of Con Edison’s Equal Employment Opportunity Affairs.

These changes bring new opportunities to enhance our service to customers. Con Edison, with our own rich culture and history, reflects the dynamic diversity of New York. Everything we do tells our customers and all our stakeholders that we value diversity and inclusion.

In 2013, we renewed our efforts to hire more former service members and people with disabilities. We expanded our mentoring program for women in nontraditional careers and added new training on religious beliefs. We also made it easier for employees to use our leadership and development programs by creating an online catalog. We continued to cultivate our relationships with local nonprofits and work hand in hand with minority- and women-owned businesses.

We continue to raise the bar for ourselves to promote diversity, inclusion, and equal employment opportunity — in recruiting new talent, developing and recognizing our employees, and creating a workplace where everyone has the chance to contribute and grow.

I am excited to serve as our new director of Equal Employment Opportunity Affairs and inspired by the vision that everything, and everyone, matters. I look forward to continuing our great work.
Executive Summary

Con Edison embraces diversity, inclusion, and equal employment opportunity. We actively recruit, retain, and develop talented employees who reflect the diverse communities we serve.

Our key accomplishments in 2013 include:

- recruiting and hiring diverse talent
- promoting programs that develop, support, and recognize employees
- supporting minority and female students studying science, technology, engineering, and math
- strengthening external relationships by supporting minority- and women-owned businesses and local nonprofits whose activities advance vibrant communities

We continue to create an inclusive workplace that welcomes and supports diverse backgrounds, ideas, and perspectives. Of the 911 new hires in 2013, 54 percent were minorities and 36 percent were women.

In our college-recruitment program, Growth Opportunities for Leadership Development (GOLD), half of the candidates were minorities and nearly half were women. The percentage of women hires through the GOLD program increased by more than 13 percent in 2013 from the previous year.

We know that supporting students who study science, technology, engineering, and math (STEM) is critical to the future of our company. We expanded our partnerships with groups such as the National Action Council for Minorities in Engineering (NACME) and American Association of Blacks in Energy (AABE) to encourage minority and women students pursuing technical careers. President Obama praised Con Edison in his 2013 State of the Union Address for our support of STEM education.

We are dedicated to developing and recognizing employees. 2013 marked the 20th anniversary of The Learning Center (TLC), our state-of-the-art training facility. Our training and development programs help employees gain new skills and advance their careers. We continue our efforts to promote women and minorities to upper management positions. Nearly half of our promotions in 2013 were of minorities.

To promote diversity in the communities we serve, Con Edison spent nearly $300 million on goods, services, fuel, and gas from minority- and women-owned businesses. We identified and qualified 29 new, diverse vendors in technical and nontraditional areas. We also continue to offer financial and in-kind support to local nonprofits who share our commitment to promoting diversity and inclusiveness.
Results in the Workforce

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, renewable energy, and energy services.

Con Edison employs 14,653 people, of whom 45 percent are minorities and 20 percent are women (table 1). In 2013, the percentage of minorities in the total workforce increased from 44 to 45 percent (tables 2 and 11). The percentage of women increased from 19 to 20 percent (tables 6 and 11).

Of the 911 employees hired in 2013, 54 percent were minorities (tables 3 and 12) and 36 percent were women (tables 7 and 12).

Minorities earned 50 percent of all promotions in 2013 (tables 4 and 13). Eighteen percent of promotions were women (tables 8 and 13). Of the women promoted, 68 percent were minorities.

The percentage of minorities in upper-management positions, band 4 and above, increased from 25 in 2012 to 26 in 2013 (table 5). The percentage of women in band 4 and above positions increased from 28 to 29 (table 9).

<table>
<thead>
<tr>
<th>Table 1: Consolidated Edison, Inc., Total Workforce</th>
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<tbody>
<tr>
<td><strong>Consolidated Edison Company of New York, Inc.</strong></td>
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<tr>
<td><strong>Orange and Rockland Utilities, Inc.</strong></td>
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<tr>
<td><strong>Competitive Energy Businesses</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

7
We believe that embracing the varied perspectives, talents, and backgrounds of our rich and diverse workforce is key to our ongoing success. We continuously seek to attract, hire, and retain diverse employees. We use the Internet, targeted job fairs, specialty search firms, and partnerships with academic institutions, professional industry associations, and other organizations. We continue to target colleges and universities to recruit talented employees ready to grow, lead, and innovate in the future.

**INTERNET**

As more potential candidates spend time on social media, Con Edison uses a variety of tools such as Facebook, Twitter, and other social-networking sites to recruit people from diverse backgrounds.

Con Edison of New York uses Monster.com's Diversity Job Network to reach active job seekers on 50 diversity social-networking sites, such as Black Planet, MiGente, and AsianAve. These sites give us access to nearly 60 percent of online Blacks, 40 percent of online Latinos, and more than 30 percent of online Asian Americans.

To attract people with disabilities, Con Edison of New York uses the following websites: America's Job Exchange, AJE Disability Exchange, Disability Jobs, Disabled Person, Monster Diversity Job Network, Hire Disability, HireDS (Hire Disability Solutions), and Abiliteen.

Con Edison of New York and Orange and Rockland Utilities continue to use Military.com and trea.org (The Retired Enlisted Association) to attract veterans and former service members.

The competitive energy businesses continue to post career opportunities on LinkedIn’s Professional Diversity Network. This network has 2.5 million members and includes the following sites: Asian Career Network, Women’s Career Channel, Pro Able, Professional Diversity Network, Out Professional Network, Military 2 Career, A Mighty River, and lHispano.
JOB FAIRS

Con Edison of New York attracted a diverse pool of candidates by participating in job fairs hosted by local educational institutions and agencies, including The City University of New York and Westchester Community College, as well as employment expos sponsored by New York State Assemblymember Annette Robinson and Nassau County Executive Edward Mangano.

To promote our bilingual customer-service jobs in the Asian-American community, we participated in the Flushing Community Job Fair and Career Expo sponsored by Community Prevention Alternatives and the One Flushing Community Economic Development Center.

We gained exposure to a diverse population of applicants by participating in the Second Chance Job Fair at York College and the Central Brooklyn and Good Neighbor Community Outreach job fairs.

Con Edison of New York also took part in college-sponsored career fairs outside of New York City, including the National Society of Black Engineers and the Society of Hispanic Professional Engineers fairs at Rensselaer Polytechnic Institute. We also participated in career-awareness and planning seminars at several historically black colleges and universities, sponsored by the National Urban League’s Black Executive Exchange Program.

Orange and Rockland Utilities also participates in college and job fairs to attract candidates with technical and engineering skills. We met with students from Worcester Polytechnic Institute, Clarkson University, Northeastern University, State University of New York at New Paltz, Rensselaer Polytechnic Institute, Manhattan College, Dominican College, Paul Smith’s College, and New Jersey Institute of Technology. We participated in six job fairs, five of which were diversity fairs.

PARTNERSHIPS AND SEARCH FIRMS

In 2013, we increased our efforts to recruit veterans and former service members. We are a member of the 100,000 Jobs Mission Coalition, a group of leading U.S. companies that share the goal of collectively hiring 200,000 veterans by 2020. All Con Edison career opportunities are posted on the coalition’s website.
We also took part in our first online career fair sponsored by Veteran Recruiting Services and participated in the Veterans Job Expo sponsored by the Services for the UnderServed. We attended the Be A Hero, Hire A Hero expo at Citi Field, a huge event attended by thousands of veterans, and a veterans job fair in Peekskill, New York.

To develop a diverse pool of future talent for our hard-to-fill technical and engineering positions, we actively support education in science, technology, engineering, and math (STEM). We work closely with the National Action Council for Minorities in Engineering’s STEM Integration Model program to recruit minority engineering students for our GOLD internship programs.

We also sponsored several events of the American Association of Blacks in Energy, a nonprofit dedicated to the education and advancement of minorities in energy-related

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<th>Table 11: Total Workforce 2009 - 2013</th>
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<tr>
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<tr>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Minority</td>
</tr>
<tr>
<td>Black</td>
</tr>
<tr>
<td>Asian</td>
</tr>
<tr>
<td>Native American</td>
</tr>
<tr>
<td>Hispanic</td>
</tr>
<tr>
<td>Caucasian</td>
</tr>
<tr>
<td>Pacific Islander</td>
</tr>
<tr>
<td>Two or More Races</td>
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<tr>
<td>Total Workforce</td>
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</table>

<table>
<thead>
<tr>
<th>Table 12: Total Hires 2009 – 2013</th>
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<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Minority</td>
</tr>
<tr>
<td>Black</td>
</tr>
<tr>
<td>Asian</td>
</tr>
<tr>
<td>Native American</td>
</tr>
<tr>
<td>Hispanic</td>
</tr>
<tr>
<td>Caucasian</td>
</tr>
<tr>
<td>Pacific Islander</td>
</tr>
<tr>
<td>Two or More Races</td>
</tr>
<tr>
<td>Total Hires</td>
</tr>
</tbody>
</table>
These events included the Student Educational Enrichment Program, which offers young people courses in math, science, and test preparation, and the National Society of Black Engineers (NSBE) Summer Engineering Experience for Kids (SEEK) program. SEEK is designed to be a fun and engaging educational experience, mostly led by NSBE engineering students and technical professionals dedicated to professional excellence and giving back to the community.

We took part in the NAACP Professional and Technology Career Fair in New York City and an NAACP job fair in Yonkers. We ran a profile ad in Saludos Hispanos magazine at Saludos.com, one of the most effective recruiting tools to promote job opportunities to bilingual English- and Spanish-speaking job seekers.

To increase our outreach to lesbian, gay, bisexual, and transgender (LGBT) candidates, we participated in the Out to Work LGBT job fairs at the Jacob Javitz Center and Citicorp Center.

At TLC, we held a career fair for graduates of the NEW (Nontraditional Employment for Women) training program. We also partnered with Hostos Community College to recruit women into the position of stock handler.

The Multi-Cultural Advisory Committee (MAC) at Orange and Rockland Utilities hosted its annual Signature Event, featuring Connie Glaser, a leader in gender communication, who discussed different communication styles and how men and women can improve communication in the workplace. MAC also featured a drama on racism, The King of Denmark Comes to Billings, participated in Nyack’s fifth African-American Day celebration and job fair, and supported NAACP events through advertising and fundraising, including the Freedom Fund Dinner and the Unsung Hero Membership Drive.

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**Table 13: Total Promotions 2009 – 2013**

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>208</td>
<td>218</td>
<td>218</td>
<td>239</td>
<td>243</td>
</tr>
<tr>
<td>Minority</td>
<td>730</td>
<td>664</td>
<td>578</td>
<td>565</td>
<td>655</td>
</tr>
<tr>
<td>Black</td>
<td>364</td>
<td>271</td>
<td>234</td>
<td>208</td>
<td>257</td>
</tr>
<tr>
<td>Asian</td>
<td>84</td>
<td>129</td>
<td>88</td>
<td>85</td>
<td>113</td>
</tr>
<tr>
<td>Native American</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Hispanic</td>
<td>270</td>
<td>244</td>
<td>237</td>
<td>254</td>
<td>269</td>
</tr>
<tr>
<td>Caucasian</td>
<td>834</td>
<td>822</td>
<td>836</td>
<td>554</td>
<td>667</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>11</td>
<td>16</td>
<td>16</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Total Promotions</td>
<td>1,564</td>
<td>1,486</td>
<td>1,414</td>
<td>1,119</td>
<td>1,322</td>
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</table>
Con Edison of New York and Orange and Rockland Utilities worked with the Society of Women Engineers (SWE) to increase the number of women in nontraditional jobs. In addition to attending the SWE annual conference, we also post opportunities at the SWE career center.

### CO-OP INTERN PROGRAM

Con Edison of New York offers college students an opportunity to gain work experience as they learn about our operations and career opportunities. Of last year’s 96 interns, 67 percent were minorities and 43 percent were women. Since 2009, 327 students have become co-op interns, 67 percent of whom were minorities and 37 percent women (table 14).

### GOLD PROGRAM

We mentor high-potential college graduates for leadership positions though our GOLD program. Recent college graduates receive invaluable work experience through a series of hands-on job assignments and individualized mentoring. Students from diverse backgrounds are recruited to learn the company’s core businesses and services and develop leadership skills.

The GOLD program continues to be a successful strategy for recruiting minorities and women. Of the 38 GOLD associates in 2013, 50 percent were minorities and 47 percent were women (table 15). Since 2009, we have hired 239 GOLD associates, 53 percent of whom were minorities and 37 percent women (table 15).
Leadership, Organizational Development, and Training Programs

Our leadership, organizational development, and training programs are designed to equip our employees with the skills to thrive in a diverse workplace.

CAREER CENTER
Con Edison's online Career Center helps employees find information to help them develop in their current positions and plan for future career opportunities.

In 2013, we created an online Leadership and Development catalog to help employees learn more about the career-development process and the many classes, programs, and activities available to them. The company offers coaching, career counseling, and workshops on topics such as interviewing skills, communicating effectively, and conflict management.

We offered a special Strategic Issues Seminar called Career Planning Strategies for Success, featuring Marc Muchnick, Ph.D., co-author of the book *The Leadership Pill* (with Ken Blanchard).

MENTORING
Con Edison's three formal mentoring programs — Executive, Corporate, and Women in Nontraditional Careers (WINC) — support our diverse and inclusive work environment by connecting employees of different backgrounds and levels of experience. Mentors offer mentees advice and tips on how to successfully navigate the company and plan their careers.

In 2013, we introduced Learning Circles as part of the WINC mentoring program. Mentors and mentees attend two-hour sessions together to share experiences and learn from each other. The sessions take place throughout the year and focus on various aspects of career and skill development.

TRAINING
We offer several courses to help employees develop their careers:

- The Development Plan Workshop is an interactive workshop designed to help management employees create a comprehensive professional-development plan. Each participant’s manager assists in creating the development plan so it includes specific, measurable, and realistic goals.
Managing Workplace Conflict is a course for employees to learn how to assess conflict and have collaborative conversations in the workplace.

Situational Leadership II includes an interactive computer simulation that demonstrates how successful leaders can adapt their leadership style to the individual or group they are trying to lead and influence. Participants learn to assess employees’ developmental levels and implement the appropriate leadership style to achieve their objectives.

Leadership Challenge II uses a business simulation and in-class exercises to enhance the skills of our middle- and senior-level managers in managing productive teams, building relationships, and driving change.

Business Academy is Con Edison’s flagship, two-week, intensive leadership program focused on executive-leadership development and operational knowledge at the senior management level.

DIVERSITY TRAINING

Our diversity training gives newly hired employees an overview of EEO laws and company policies. This training introduces basic EEO awareness to enable new employees to contribute to an inclusive, harassment-free workplace and act as role models.

We continue to provide Supervisory Skills training and orientation programs for employees newly placed in a supervisory role. This course is designed to show new supervisors how to make inclusive decisions without discrimination and empower supervisors to act as company role models.

Our program Stereotypes and Silence continues to enhance our training on EEO compliance by increasing employee awareness of bias. This training promotes an understanding of the impact of actions based on stereotypes and provides examples of proactive actions and inclusive language to combat this behavior.

In 2013, the company presented a Strategic Issues Seminar called Navigating Religious Practices at Work. The program focused on the importance of respecting the religious beliefs of our colleagues. To supplement the seminar, EEO Affairs posted on the intranet a list of commonly asked questions about religion in the workplace.

In addition to formal presentations, we continue to provide online training to promote diversity, inclusion, and equal employment opportunity.
TUITION-AID PROGRAM

Con Edison reimburses eligible employees who pursue higher education to enhance their careers. Employees qualify for up to 100-percent reimbursement of tuition costs after successfully completing a degree. In 2013, 582 employees took advantage of tuition aid, of which nearly 54 percent were minorities and 29 percent were women (table 16). In 2013, 152 employees received their degrees through the program. Of those who graduated last year, more than 59 percent were minorities and more than 25 percent were women.

Table 16: Employee Tuition-Aid Program

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Minority</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>810</td>
<td>456</td>
<td>234</td>
</tr>
<tr>
<td>2010</td>
<td>780</td>
<td>436</td>
<td>226</td>
</tr>
<tr>
<td>2011</td>
<td>718</td>
<td>393</td>
<td>201</td>
</tr>
<tr>
<td>2012</td>
<td>678</td>
<td>369</td>
<td>202</td>
</tr>
<tr>
<td>2013</td>
<td>582</td>
<td>313</td>
<td>169</td>
</tr>
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Affinity and Employee-Resource Groups

Con Edison’s affinity and employee-resource groups are approved groups of employees with common interests or experiences, whose objectives align with the company’s values and Way We Work principles. These employee groups allow us to engage with diverse employees and strengthen their sense of inclusion and connection with the company.

WOMEN OF CON EDISON

Women of Con Edison forums provide an opportunity to network, gain self-awareness tools, and learn about career and skills development within the company. Last year, we held two sessions: The Power of Image, featuring Ginny Baldridge, founder and president of Your Executive Image; and Taking Charge of Your Financial Future, an interactive workshop on the challenges and rewards of financial planning for women, featuring Caryn Halbrecht, chief investment officer of The Haendler Family Office.

WOMEN IN THE FIELD

Women in the Field forums provide an opportunity for women who work in nontraditional positions within the company to share their unique experiences. We continue to focus discussions on safety, equipment and clothing, recruitment, career progression, bathroom concerns, and work-life balance.

LGBT PRIDE

LGBT Pride at Con Edison promotes a welcoming and inclusive workplace for lesbian, gay, bisexual, and transgender (LGBT) employees. LGBT Pride serves as an information resource on issues concerning sexual orientation, gender identity, and expression, as they affect Con Edison employees. The group initiated and participated in various programs throughout the year, including company diversity campaigns. In collaboration with Empire State Pride Agenda, LGBT Pride hosted a workplace business-leaders meeting on cutting-edge corporate practices on benefits. The group also volunteered at the Harvey Milk High School, part of the Hetrick-Martin Institute, in support of LGBT teenagers.

MOMS ON IT

Moms On It is a support group that gives parents opportunities to connect with each other by sharing information, concerns, ideas, and resources. Brown-bag lunch meetings offer a safe and welcoming platform to discuss sensitive issues and address the unique challenges faced by parents. Meetings are open to both men and women, and are often
facilitated by counselors from the Work-Home Wellness Program or other experts. The group’s mission is to help Con Edison employees 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 mothers transition back to work after a leave.

**Corporate Recognition**

**LATINA STYLE MAGAZINE HONORS CON EDISON AS A BEST COMPANY**

Once again, *LATINA Style* magazine named Con Edison as one of the 50 best companies for Latinas in the United States. Since 2002, we have made the magazine’s Top 50 list nine times in recognition of our “dedicated effort to diverse recruitment and promotion initiatives.”

**HISPANIC NETWORK MAGAZINE NAMES CON EDISON TOP EMPLOYER**

In its “Best of the Best” issue, *Hispanic Network* magazine named Con Edison as a top employer among energy, gas, and oil companies. The award recognizes Con Edison for its diversity efforts and programs. Each year, *Hispanic Network* evaluates the nation’s employers, supplier-diversity programs, law enforcement and government agencies, colleges, and graduate schools. The evaluation identifies organizations that create an environment of teamwork in which Latinos and other minorities have access to business and career opportunities.

**CON EDISON ONE OF DIVERSITY INC’S TOP REGIONAL UTILITIES**

Con Edison of New York was selected as a top regional utility by *DiversityInc* magazine. The list ranks companies according to several factors, including demographic representation, CEO commitment, diversity and inclusion efforts, and supplier diversity.

**ORANGE AND ROCKLAND UTILITIES HAILED AS BUSINESS LEADER OF THE YEAR**

Leadership Rockland honored Orange and Rockland Utilities as the 2013 Business Leader of the Year for our ongoing support. The Rockland County-based group offers business and community leaders interactive training on the county’s infrastructure and challenges. The program engages and challenges participants to examine policy issues and seek solutions. Vincent Frankel, director of Business Ethics and Compliance at Orange and Rockland Utilities, graduated from the program in 2013.
Employee Recognition

LIVING OUR VALUES AWARD

The Living Our Values (LOV) award is Con Edison’s highest honor. First presented in 1992, the LOV award recognizes employees who exemplify Con Edison’s corporate values of service, honesty, concern, courtesy, excellence, and teamwork, and the six principles of The Way We Work.

2013 LOV AWARD RECIPIENTS

Lucille Garland, senior coordinator, Gas Operations, Con Edison of New York
Anthony Giardina, section manager, Quality Assurance, Con Edison of New York
Michael Grant, manager, Public Affairs, Orange and Rockland Utilities
La-Asia Hundley, department manager, Employee and Labor Relations, Con Edison of New York
Miguel Quinones, operating supervisor, Electric Operations, Con Edison of New York
Luis Xavier, outside plant mechanic A, Gas Operations, Con Edison of New York

SHAKIRA WILSON HONORED AS A WESTCHESTER RISING STAR

The Business Council of Westchester honored Shakira Wilson, section manager, Bronx/Westchester Overhead Electric Construction, with its 40 Under 40 Rising Star award. Each year, the council selects 40 young leaders who excel in their professions and work to make Westchester County a vibrant business community.

CHRISTINA HO RECEIVES OUTSTANDING ASIAN AMERICANS IN BUSINESS AWARD

The Asian American Business Development Center named Christina Ho, manager of Steam Operations Planning, as one of the 50 Outstanding Asian Americans in Business. This national organization recognized Ms. Ho for her outstanding leadership and dedication to the communities Con Edison serves.

ELIZABETH MOORE WINS IDA B. WELLS-BARNETT JUSTICE AWARD

Con Edison General Counsel Elizabeth Moore received the Ida B. Wells-Barnett Justice Award from the New York County Lawyers Association and the Metropolitan Black Bar Association. Named for one of the first African-American women to run for public office in the United States, the award is presented to a woman of color who distinguishes herself in the fight for racial and gender equality and reflects Ms. Wells-Barnett’s spirit and courage.
MARY KELLY AND NANCY SHANNON HONORED BY YWCA

The YWCA-NYC Academy of Women Leaders honored Mary Kelly, general manager, Central Construction, and Nancy Shannon, director, EH&S Field Services. Ms. Kelly was recognized for her work as the first woman general manager in Con Edison’s Construction organization, and for her efforts as a mentor to women in nontraditional jobs. Ms. Shannon won for her work to establish a work-based learning partnership between the company’s chemical laboratory and The Summit School.

ORLANDO HERNANDEZ NAMED A 2013 LATINO ACHIEVER

Orlando Hernandez, department manager in Customer Operations, was named as a 2013 Latino Achiever at ASPIRA’s annual Circle of Achievers reception. The nonprofit organization recognized Mr. Hernandez’s community involvement, including supporting religious education programs in his church, and being active in the local youth sports complex and school. He is a mentor in Con Edison’s GOLD Program.

TWO CON EDISON MANAGERS WIN NATIONAL YMCA AWARD

Con Edison of New York employees Nicole Leon, director of Equal Employment Opportunities Affairs, and Christiane Gabriel, manager in the Labor and Wage department, each received a YMCA National Black Achievers in Industry Award. The award recognizes Black professionals who have provided inspiration, motivation, and hope for children and young adults.

WOMAN ENGINEER MAGAZINE FEATURES EMILY BASIAGA

Emily Basiaga, an engineer at Con Edison Solutions, was featured in the fall 2013 issue of Woman Engineer. The magazine provides career guidance and development to women in engineering, computer science, and information technology.
Supplier Diversity

The Supplier Diversity Program of Con Edison of New York and Orange and Rockland Utilities created opportunities for minority- and women-owned businesses to contribute to operational excellence and add value within the communities we serve. The utilities bought more than $272 million in goods and services from minority- and women-owned businesses. Including fuel, expenditures with minority- and women-owned businesses totaled more than $288 million.

Total Supplier Diversity expenditures decreased 11 percent from the prior year. This was primarily due to disruptions within our diverse vendor pool, such as vendors who lost their minority- or women-owned business status due to acquisitions or who declared bankruptcy. We made progress, however, in three important areas: construction, professional services, and fuel. Expenditures for construction-related contracts increased 13 percent, expenditures for professional services increased 21 percent, and expenditures for fuel more than doubled.

Some notable successes in 2013 were:
- $7.8 million in contracts to a minority-owned business for roofing work and installation of conduit, fencing, and steel pipes
- $6 million contract to a woman-owned business for payroll services
- $3.9 million contract to a minority-owned business for non-stock fastener supplies
- $2.9 million contract to a minority-owned business for sidewalk restoration
- $1.5 million in contracts to a minority-owned business for various construction projects
- $1.1 million contract to a woman-owned business for below-grade civil work

<table>
<thead>
<tr>
<th>Year</th>
<th>Goods/Services</th>
<th>Fuel</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>2009</td>
<td>264.0</td>
<td>14.8</td>
<td>278.8</td>
</tr>
<tr>
<td>2010</td>
<td>285.8</td>
<td>21.3</td>
<td>307.1</td>
</tr>
<tr>
<td>2011</td>
<td>277.9</td>
<td>16.3</td>
<td>294.2</td>
</tr>
<tr>
<td>2012</td>
<td>315.7</td>
<td>7.8</td>
<td>323.5</td>
</tr>
<tr>
<td>2013</td>
<td>272.4</td>
<td>16.2</td>
<td>288.6</td>
</tr>
</tbody>
</table>
PENSION FUND MANAGERS

Con Edison doubled our expenditures with outside minority-owned investment managers who invest our pension funds. At the close of 2013, minority-owned investment firms were managing nearly $1 billion in pension funds. Two minority-owned fund managers handled $617 million for the U.S. small-cap and $351 million for the U.S. large-cap equity funds for the pension fund.

INSURANCE BROKERS

In 2013, we placed a portion of our corporate insurance program through two minority-owned brokers. One broker has handled our business travel/employee crime insurance for close to three decades. Another minority-owned insurance brokerage firm placed liability and property insurance required in our lease at 30 Flatbush Avenue, and special railroad liability policies required by railroads when working on or close to railroad property.

DEVELOPING DIVERSE SUPPLIERS

To recruit and develop opportunities for minority- and women-owned businesses that can help the company reduce costs and enhance safety, reliability, and sustainability, we participated in initiatives such as the National Minority Supplier Development Council’s Corporate Plus Program. In 2013, we added 29 new vendors who are either minority- or women-owned businesses — a 45 percent increase in the number of new vendors from the year before.

We gained one of our new contractors as a result of our continued participation in the New York City Department of Small Business Services’ Corporate Alliance Program (CAP) Columbia University Construction Mentorship Program. The CAP program provides capacity-building assistance to emerging minority- and women-owned businesses. We also support our minority- and women-owned businesses through the Goldman Sachs 10,000 Small Businesses program at LaGuardia College and the Procurement Technical Assistance Center.

SPECIAL INITIATIVES

In support of our company’s commitment to energy efficiency, we cohosted the New York and New Jersey Minority Supplier Development Council’s 2013 Sustainability Summit. We partnered with the Association of Energy Affordability to offer training on energy-efficiency opportunities, and hosted several forums to exhibit new energy-efficiency solutions that are being developed or marketed by minority- and women-owned businesses.
To support Con Edison’s efforts to lead the nation in smart-grid systems, the Supplier Diversity team recruited minority- and women-owned businesses that provide technology solutions to be part of the Smart Grid Implementation Group’s successful Capstone Demonstration project for the U.S. Department of Energy. The technology our minority- and women-owned businesses provided will enable Con Edison to securely integrate distributed energy resource management for mobile generators.

OUTREACH

The Supplier Diversity team also hosted, sponsored, or attended several events to network with minority- and women-owned businesses, including: the Regional Alliance Clearinghouse Matchmaker Conference; the South Bronx Overall Economic Development Corporation’s 16th Annual Small Business Procurement Workshop and Expo; the New York and New Jersey Minority Supplier Development Council Business Expo; the Edison Electric Institute National Supplier Diversity Conference; the Rockland Economic Development Corporation’s Procurement Technical Assistance Center Program; the Asian Women in Business Procurement Conference; and the Association of Minority Enterprises of New York Annual Business Legislative Conference in Albany.

AWARDS

In recognition of our work, the Supplier Diversity Program received the following awards in 2013:

- United States Hispanic Advocacy Association Supplier Diversity Award, which was recognized at a NASDAQ closing-bell ceremony
- New York State Association of Minority Contractors Advocate of the Year Award
- New York and New Jersey Minority Supplier Development Council Regional Corporation of the Year Award
- Women Presidents’ Educational Organization Corporate Partners Award
- New Jersey Board of Public Utilities Supplier Diversity Development Council Champion Award
Strategic Partnerships

Con Edison offers financial and in-kind support to nonprofit groups whose activities advance strong, vibrant communities. The following organizations exemplify our commitment to supporting diversity in our service area.

**ARTS AND BUSINESS COUNCIL OF NEW YORK**

The Arts and Business Council of New York develops creative partnerships between business and the arts. Con Edison supports the annual Multicultural Arts Management Internship program, which promotes diversity in arts-management careers. Each summer, select undergraduate students work with arts organizations and corporate mentors who help guide their personal and professional growth. These talented young people gain hands-on experience in the business of the arts.

**HISPANIC FEDERATION**

The Hispanic Federation provides grants and services to its broad membership of nearly 100 nonprofits who empower and advance the Latino community. The group advocates nationally for education, health, immigration, economic empowerment, civic engagement, and the environment. In the two decades since its founding, the federation has grown to become one of the premier Latino organizations in the country. Con Edison supports the Civic Participation and Mobilization Project, a nonpartisan effort to increase voting and civic participation among disenfranchised citizens, especially Latinos, in New York City. The group expects to reach 15,000 residents through town halls, training activities, and voter-registration efforts.

**LEAGUE OF WOMEN VOTERS**

The League of Women Voters encourages all people to actively participate in government and be informed about public-policy issues. Since 1920, the nonpartisan group has worked to improve government and expand political participation. It operates at the national, state, and local levels in all 50 states, the District of Columbia, Virgin Islands, and Hong Kong. We support the league’s civics programs in our New York community.

**YWCA OF THE CITY OF NEW YORK**

Established in 1858, the YWCA of the City of New York is one of the nation’s oldest nonprofit organizations committed to the personal, physical, and social development of women, their families, and their communities. With program locations in Manhattan and Brooklyn, the YWCA serves about 2,000 women and their families each year through educational child care, after-school programs, and job-readiness training in low-income communities. While each branch is independently operated, all are connected to a worldwide network of sister YWCAs in more than 100 countries, and share the same mission of eliminating racism and empowering women. Con Edison has supported the YWCA’s programming since 1990.
CON EDISON OF NEW YORK SUPPORTED NEARLY 80 GROUPS WITH DIVERSITY-INITIATIVE PROGRAMS IN 2013

100 Hispanic Women, Inc.
Abyssinian Development Corporation
African American Men of Westchester
African Refuge, Inc.
Afro-Latin Jazz Alliance
Agudath Israel of America
Alvin Ailey American Dance Theater
Arthur D. Phillips Scholarship Fund, Inc.
Arts & Business Council of New York
Asian American Business Development Center
Asian American Federation
Asian Americans for Equality
Asian Women In Business
ASPIRA of New York, Inc.
AYUDA for the Arts
Ballet Hispanico
Bottomless Closet
Brooklyn Chinese-American Association, Inc.
Caribbean American Center of New York
Casita Maria Center for Arts & Education
Comité Noviembre
Dance Theatre of Harlem
Dominican Women’s Development Center
Dominico-American Society of Queens
East Harlem Tutorial Program
El Carnaval del Boulevard
Empire State Pride Agenda Foundation
Figure Skating In Harlem, Inc.
Flushing Council on Culture and the Arts
G & B Foundation, Inc.
Girl Scout Council of Greater New York, Inc.
Harlem Academy
Harlem Congregations for Community Improvement, Inc.
Harlem Mothers Stop Another Violent End
Harlem School of the Arts
Harlem Stage
Hetrick-Martin Institute
Hispanic Federation
Hong Kong Dragon Boat Festival in New York
IATI Theater
King Manor Museum
Kings Majestic Corporation
La Gran Parada Dominicana del Bronx, Inc.
Latino International Theater Festival, Inc.
LatinoJustice PRLDEF
League of Women Voters of the City of New York Education Fund
Museum of Chinese in America
Musica de Camara, Inc.
NAACP North East Queens
National Action Council for Minorities in Engineering
National Council of Negro Women, Inc., North Shore-Staten Island Section
National Urban Fellows, Inc.
New York City ACT-SO
New York Urban League – Central Office
New York Urban League – Staten Island Branch
One Hundred Black Men, Inc.
Operation Exodus Inner City
Pan Asian Repertory Theatre
Puerto Rican Bar Association Scholarship Fund
Puerto Rican Family Institute, Inc.
Redhawk Native American Arts Council
Repertorio Español
Society of the Educational Arts, Inc.
Teatro Círculo Ltd.
The Committee for Hispanic Children and Families, Inc.
The Fresh Air Fund
The HopeLine Resource Center for Community Development
The Jackie Robinson Foundation
The Studio Museum In Harlem
Town Hall Foundation, Inc.
Wien House – YM & YWHA of Washington Heights and Inwood
Women’s City Club of New York
Women’s Enterprise Development Center, Inc.
Women’s Forum, Inc.
Women’s Research and Education Fund
YMCA of Greater New York
YWCA of the City of New York
YWCA of White Plains and Central Westchester
Executive Profile: Marilyn Caselli

SENIOR VICE PRESIDENT, CUSTOMER OPERATIONS

It’s not a stretch to say that, without knowing it, nearly all of our customers have felt the influence of Marilyn Caselli. For years, thousands of customers who called Con Edison for help heard Marilyn say hello. You could hear her voice in radio ads everywhere — in your neighbor’s kitchen, in a cab, or on the street. And, perhaps most importantly, customers have felt her impact on company policies and practices — when we listen to customers, meet their needs, and improve our services to them.

“From the customer’s perspective, everything matters,” she says. “Our objective is to make it easy for customers to do business with us.”

Customers want to talk with us in the way they feel most comfortable, for example. So we have more than 300 bilingual customer service representatives. Speaking with customers in their own language gives us a more human face, she says. “We really strive to look at our work as if we were the customers.”

To best serve our customers, Marilyn believes diversity among our employees is more important today than ever before. “Being here for so many decades, I see the changes in the industry, our company, and our culture,” she says. “Today we’re dealing with more issues and challenges than we’ve ever seen.”

When she started with the company as a customer service representative, we only had landlines and the company determined the services customers got. Now with smart phones and social media, “we no longer define what our customers expect of us. How do we keep pace and exceed their expectations?”

A big part of the answer is a diverse workplace. Diversity is a “smart way to run your business because it embraces differences of ethnicity, thought, gender, attitudes, beliefs. Everyone brings a different perspective.”

“We work hard to ensure our employees are a replica of the mosaic of our customers,” she says. “To me it’s the only way to work.”

Born in Manhattan and raised in Brooklyn, Marilyn grew up humbly. “I was taught that hard work and being true to yourself were the necessary ingredients to being successful in life.”

Earlier in her career, “women in positions of senior management were still pretty slim,” she says. “Our struggles have benefitted men and women today who are dealing with work and life issues.”

Marilyn is especially proud to be the executive sponsor of Moms ON IT. “It is a privilege to support working parents and their work and life challenges.”

Before her current position, Marilyn was vice president of Customer Service for Staten Island. She served as general manager in Customer Operations in Queens and Brooklyn. In 1996, when she became general manager of Gas Operations in Queens, she was the first woman to be general manager in Gas.

Marilyn has been recognized by Crain’s New York Business, the YWCA Academy of Women Achievers, Yonkers Chamber of Commerce, YWCA of Brooklyn, and the Staten Island Chapter of UNICO. She sits on the board of the College of Staten Island Foundation and is chair of its Marketing and Development Committee.