



2015 Diversity Procurement Report and 2016 Plan of
Cox Communications California, LLC and Cox California Telcom, LLC

*Submitted to Members of the
California Assembly Utilities and Commerce Committee, the
California Senate Energy, Utilities and Communications
Committee and the
California Public Utilities Commission*

Connecting you
to the power of
diversity



March 1, 2016



Cox Communications, Inc. (“Cox”) provides cable, high-speed Internet, wireline telephone and home security and automation services in California and 18 other states. In California, services are provided by its subsidiaries Cox Communications California, LLC, a cable corporation that provides video and high-speed Internet services, Cox California Telcom, LLC, a California Public Utilities Commission-regulated telephone corporation providing voice and transport services, and Cox Advanced Services California, LLC, a home alarm and automation provider. The Cox companies provide service to residential and business customers located in portions of Santa Barbara, Los Angeles, Orange, San Diego and Ventura counties.

In 2011, Governor Brown signed into law Assembly Bill 1386, amending California Public Utilities Code section 8283, which addresses women, minority and disabled veteran owned business enterprise procurement. Section 8283(f)(2) encourages video providers, including cable corporations, to adopt procurement practices aimed at increasing women, minority, disabled veteran and LGBT business enterprise procurement, and to voluntarily file reports of such activity with the Legislature on an annual basis.

This report provides information about Cox’s national and California procurement activities. Reported procurement represents Cox’s spend nationwide.

¹Cox California Telcom, LLC is a public utility and subject to California Public Utilities Commission General Order 156, *Rules Governing the Development of Programs to Increase Participation of Women, Minority, and Disabled Veteran Business Enterprises in Procurement of Contracts from Utilities as Required by Public Utilities Code Sections 8281-8286* (“GO 156”). Cox California Telcom, LLC does not have any GO 156 reportable procurement activities.



Cox's commitment to supporting diversity and inclusion starts at the top with our President, Pat Esser, who chairs our National Diversity & Inclusion Council. This group is composed of senior leaders from across our company. The National Diversity & Inclusion Council, along with Cox's local Diversity Councils located within California and our other operational territories, has helped maintain a culture that keeps diversity at the forefront of our organization. It also leads the development and implementation of our annual Diversity Strategy goals for the business. So it is no surprise that in 2015 DiversityInc. recognized Cox's National Diversity Council within the Top 10. Support of our Councils, along with each Cox officer having two diversity goals per year, represent Cox's commitment to diversity, including its Supplier Diversity program.



With the support of the Diversity Councils and Cox's top leaders, Cox is able to make the types of long term investments needed for our Supplier Diversity Program to be successful. In 2013, Cox committed one-half million dollars to improve its procurement systems, to help bring better visibility to our opportunities, and better accountability to our program. Our latest system introductions include:

- GEP's Smart System, an integrated, cloud-based procurement platform providing "soup-to-nuts" management and tracking;
- Tier II Dashboard, providing insight and accountability to our Tier II reporting vendors;
- Certification Tracker, warehouses diversity certificates and identifies vendors whose certification will soon expire.

We also have the support to make important changes to our Supply Chain processes that improve procurement and our Supplier Diversity program overall, such as

- Adding a new Strategic Sourcing Support team;
- Trialing an all-diverse RFP;
- Dedicating specific customer premise equipment distribution to diverse suppliers;
- Offering preferred payment terms to small businesses automatically.

These efforts have translated into many successes in 2015, that I am proud to share with you today:

- Overall diverse spend 16.4%;
- Diverse spend grew 4.5 % over last year;
- Awarding a \$30M+ contract to a Women-owned Business Entity through our first all diverse RFP;
- Awarding a \$3M marketing contract to a LGBT-owned Business Entity.

As we look toward 2016 and beyond, we recognize that our ongoing relationships with national and local organizations such as the NGLCC and WBEC West, will help provide the growing pipeline that we need to continue the growth and development of our program, and the continued opportunities we can provide to diverse suppliers.

Thank you,

George Richter

Sr. Vice President, Supply Chain Management
Cox Communications



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Cox's Supplier Diversity Activities in 2015

INTERNAL PROGRAM ACTIVITIES

Cox Diversity Councils

Cox's Diversity Councils are actively engaged in Cox's local and national diversity efforts, including supplier diversity. Taking a top-down approach, Cox's National Diversity & Inclusion ty Council is chaired by President Pat Esser and includes several top leaders, including George Richter, our Senior VP of Supply Chain.

As our top leaders are part of our national Diversity Council, similarly Cox's California Diversity Council has representation from California-based leadership, and members from cross-functional disciplines within California. Diversity Council members are charged with expanding Cox's diversity efforts in terms of employment, products and services, community and procurement.

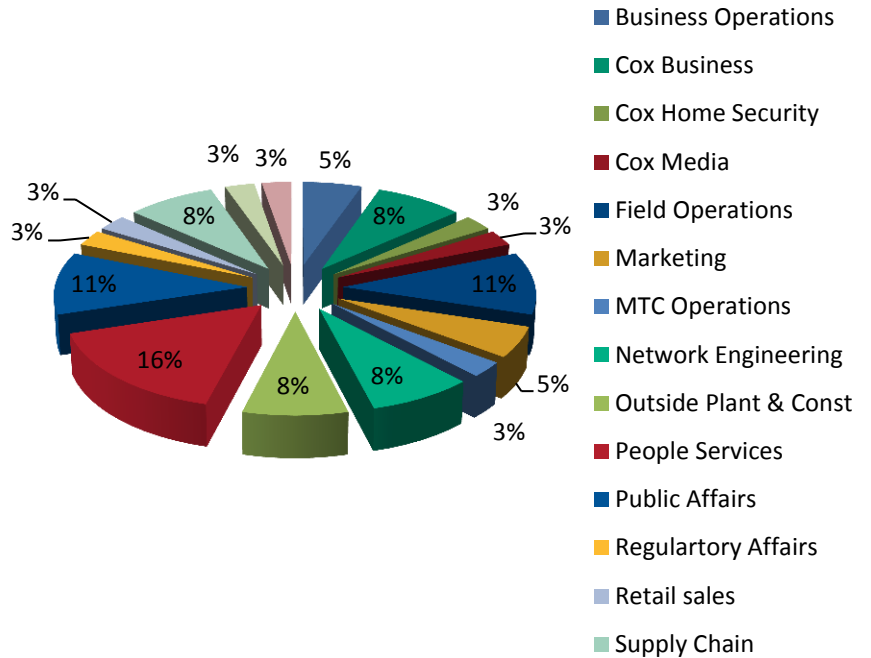
The California Diversity Council has a Supplier Diversity subcommittee under the joint sponsorship and guidance of our Vice President of Cox Business and Executive Director of Revenue Assurance.

Our California Senior Director of State Regulatory Affairs also provides support to the group as its Resource Leader.

Cox's local Supplier Diversity subcommittees work with Cox's corporate Supply Chain Management department to help increase Cox's use of diverse suppliers by:

- ❖ Identifying diverse supplier resources;
- ❖ Helping match local needs with available diverse suppliers;
- ❖ Participating in internal and external outreach activities;
- ❖ Creating employee awareness of the benefits of using diverse suppliers, thereby helping to maintain Cox's diversity-supportive culture.

California Diversity Council Member Demographics




Cox Diversity Councils were named 9th of DiversityInc.'s Top 10 Company Diversity Councils in 2015.



Cox's Supplier Diversity Activities in 2015

Cox's California Diversity Council Supplier Diversity Pillar 2015 Successes Include:

- \$2M for WBE and MBE Field Service Contracts
- \$1M for 2 WBEs Supply Contracts
- \$2K with new LGBTBE Consultant



Larry Holt helped a woman-owned and a minority-owned business win over \$2M in Field Service contracts with Cox.



Mike Figueroa helped two (2) women-owned businesses win over \$1M in supply chain purchases from Cox.



Esther Northrup helps local diverse businesses connect with Cox purchasing agents!



Cox's Supplier Diversity Activities in 2015

INTERNAL PROGRAM ACTIVITIES

Supply Chain Management

Cox's supplier diversity program is managed by Ed Roche, a Sr. Manager on Cox's Strategic Sourcing team within our corporate Supply Chain department.



Ed along with other Supply Chain staff help direct most of Cox's sourcing efforts nationwide, and provides support to Cox's local operations and purchasing managers by assisting them with identifying, negotiating with, and utilizing suppliers, including diverse suppliers. Ed also interfaces with the Supplier Diversity Pillars of Cox's local Diversity Councils to help identify diverse suppliers throughout the country.

In 2015, Cox's Supply Chain Management team went through a new training program on Diversity and Inclusion, which included discussion of the importance of having a robust supplier diversity program. Such training supports Cox's commitment to diversity along with having many members of Cox's Supply Chain team held accountable to Cox's supplier diversity goals through their individual goals and compensation.

Program Enhancements

Sourcing and Procurement Team: Cox's Supply Chain expanded to include a Sourcing and Procurement Operations team, tasked with supporting the sourcing, procurement and distribution managers within Cox's Supply Chain. This team helps bring efficiencies to the supply chain process, and also is well suited for helping to ensure opportunities include diverse suppliers (Ed Roche sits on this team).

Smart System: The New Sourcing and Procurement Team manages Cox's recently launched Smart System by GEP. This cloud-based, unified sourcing platform, helps Supply Chain personnel identify opportunities, manage contracts, analyze spend, and much more, providing greater visibility into opportunities for diverse providers. It also helps ensure that our RFPs include diversity components.

Tier II Dashboard: To help track our prime suppliers' Tier II commitments, Cox launched a Tier II Dashboard, which shows our primes with the most Top Tier II spend, our largest vendors NOT reporting Tier II, and vendors not meeting Tier II goals helping with better accountability of Tier II commitments.

Requests for Proposal

Cox issues Requests for Proposal ("RFP") for multiple goods and services. We utilize several measures as part of the RFP evaluation process, which help to identify and increase utilization of diverse suppliers. RFPs include information about Cox's policy of using diverse suppliers. Companies responding to RFPs are required to include information about their diversity status, which is validated during our review period. Additional points are awarded during supplier evaluations to diverse suppliers and to primary suppliers with Tier II commitments.

Tier II Program

Recognizing that a robust Tier II program is one of the best ways of ensuring that as many companies as possible provide economically disadvantaged and diverse suppliers with scalable business opportunities, Cox has been expanding its Tier II program over the past few years in both the number of vendors that have Tier II commitments and the manner by which Cox manages its Tier II program.

Cox hosted its first all diverse supplier RFP, awarding a \$30M+ contract to a WBE payroll services vendor.



Cox's Supplier Diversity Activities in 2015

INTERNAL PROGRAM ACTIVITIES

Tier II Program (cont'd)

Cox's Tier II strategy is multi-faceted. It is reflected in our vendor agreements of at least \$500K, which explicitly endorse our policy of the vendor using economically disadvantaged and diverse suppliers for work related to the products or services under contract.

Based on a threshold amount of spend and the type of service provided, vendors contractually commit to meet a specific percentage of Tier II spend. Under Cox's Tier II policy, a vendor may be required to use reasonable efforts to direct as much as 20% of its total spend related to its agreement with us to economically disadvantaged and diverse suppliers.

As mentioned above, Cox launched its Tier II Dashboard in 2015 to help ensure vendors meet their Tier II commitments. Cox also works with some vendors to develop specific plans that detail how the vendors will meet or exceed Tier II commitments. Vendors also are required to report their progress to Cox on a quarterly basis using an online tool that we created. Additionally, during quarterly business meetings, Cox reviews the vendors' progress toward meeting Tier II commitments and provides coaching and assistance to the vendor when necessary for improvement.

In 2015, Cox began work on a Tier II relationship between a large prime equipment refurbisher and a vendor employing Individuals with disabilities. The pilot program was successful and Cox is working toward adopting this model for refurbishment of its video remote controls.

Employee Awareness

Cox recognizes the importance of providing ongoing communications to employees about the company's supplier diversity program. This is the best way to keep employees informed of our progress and to ensure they understand company expectations. Cox's Supply Chain Management team holds regularly scheduled calls with local Supplier Diversity sub-committee members to discuss spend activities and our status in meeting our goals. Report cards also are provided to ensure relevant employees stay informed. These efforts are reinforced by the work of the local Diversity Councils and Supplier Diversity subcommittees. Additionally, senior leaders are provided quarterly updates of progress toward annual goals of the Supplier Diversity program.



2015 Supply Chain Highlights

- Launched *Smart System* –a unified sourcing platform, which among other things helps us identify opportunities for diverse providers and ensure RFPs include diversity components.
- Sourcing & Procurement Operations team -- manages *Smart System* and supports our Sourcing Managers and procurement processes;
- Internal Tier II Dashboard – better accountability of Tier II commitments;
- To fill our Pipeline -- Quarterly meetings with supplier diversity associations to discuss opportunities/RFPs;
- Added Disability-owned Businesses to our program; quarterly meetings with USBLN (US Business Leadership Network – focuses on leveraging disability inclusion in the workplace, supply chain, and marketplace);
- First all diverse RFP – 10 diverse suppliers (including 3 LGBTBEs) bid on a \$30M Payroll services contract awarded to a WBE;
- \$3M annual national contract to LGBTBE firm in marketing and sales;
- Dedicated distribution by two diverse vendors of specific type of customer equipment.



Cox's Supplier Diversity Activities in 2015

EXTERNAL PROGRAM ACTIVITIES

California Cable Supplier Diversity Matchmaking Fair

Celebrating our 5th year, Cox, jointly with Comcast, Time Warner, Charter and this year Brighthouse, hosted the Annual California Cable-Telecommunications Supplier Diversity Matchmaking Fair and Expo, which was held in Orange County. The event, entitled *Connecting Communities We Serve with Business Opportunities*, provides diverse vendors introductions to procurement managers of California's (and the nation's) largest cable-telecommunications companies.

Representatives from key diversity organizations, including:

- The Walter Kaitz Foundation
- WBEC West
- The Rothenbuchler Foundation/Orange County Veterans (formerly Elite SDVOB)
- The American Indian Chamber of Commerce of California
- The Council for Supplier Diversity
- The Supplier Clearinghouse and Goldman Sachs

also were on-hand to answer questions about certification, support and opportunities from our 128 attendees.



Building Our Vendor Pipeline

Each quarter Cox meets with supplier diversity organizations to discuss upcoming RFPs and other opportunities. This enables Cox to develop its supplier pipeline while maintaining ongoing relationships these important organizations. Also, through the website www.vetbiz.gov Cox is able to identify relevant VBE and SDVBES .

California Supplier Diversity Subcommittee and Supply Chain Management 2015 Activities

In 2015, Cox's California Supplier Diversity subcommittee and Supply Chain Management team participated in the following events:

- ***Federal Communications Commission Diversity Conference;***
- ***CPUC Small Business Expo;***
- ***California Cable-Telecommunications Supplier Diversity Fair & Expo;***
- ***NMSDC National Conference;***
- ***The Council for Supplier Diversity Category Sourcing Exchanges;***
- ***NGLCC International Business and Leadership Conference;***
- ***WBEC West event "Doing Business With Cox";***
- ***USBLN event "Doing Business With Cox";***
- ***NMSDC Chapter event "How to do Business with Cox Communications";***
- ***Pacific Southwest Minority Supplier Development Council Conference;***
- ***WBEC West Dine Around***



Cox's Supplier Diversity Activities in 2015

EXTERNAL PROGRAM ACTIVITIES

Diversity Organizations and Business Councils

Cox actively participates and holds leadership positions in many organizations that support, develop and promote diversity, including diverse suppliers. Through our memberships, we have numerous opportunities to meet potential diverse suppliers and provide advice to potential vendors on conducting business with Cox.

Although Cox participates in organizations and business councils that focus on promoting diversity throughout our national footprint, the following list is representative of our California and corporate-level participation:

- National Minority Supplier Development Council (NMSDC")
- National Gay & Lesbian Chamber of Commerce ("NGLCC")
- National Hispanic Chamber of Commerce
- Greater Women's Business Council ("GWEC")
- Women's Business Enterprise Council ("WBEC") West
- Council for Supplier Diversity
- Chicano Federation of San Diego
- MANA de San Diego
- Empowered Girl Alliance/Women Worldwide West Coast
- Women's Resource Center
- San Diego Asian Film Foundation
- Santa Barbara Hispanic Chamber of Commerce
- Santa Barbara Women's Festival
- Filipino American Chamber of Commerce of Orange County
- Orange County Hispanic Chamber of Commerce

Additional Outreach Activities

Cox participates in many events that provide opportunities for us to meet diverse suppliers. Additionally, we sponsor events that bring recognition to organizations and suppliers making great strides in supplier diversity programs. In 2015, we participated in or hosted the following events:

- *Federal Communications Commission Diversity Conference;*
- *CPUC Small Business Expo;*
- *California Cable-Telecommunications Supplier Diversity Fair & Expo;*
- *NMSDC National Conference;*
- *The Council for Supplier Diversity Category Sourcing Exchanges;*
- *NGLCC International Business and Leadership Conference;*
- *WBEC West event "Doing Business With Cox";*
- *USBLN event "Doing Business With Cox";*
- *NMSDC Chapter event "How to do Business with Cox Communications";*
- *Pacific Southwest Minority Supplier*



Cox's Supplier Diversity Activities in 2015

EXTERNAL PROGRAM ACTIVITIES

Industry Diversity Partnerships

Cox is also a proud sponsor of cable and telecommunications industry organizations, which benefit minorities and advocate diversity and development, and in which our employees invest countless volunteer hours:

- National Association for Multi-Ethnicity in Communications (NAMIC)
- Women in Cable Telecommunications (WICT)
- The Walter Kaitz Foundation
- Emma L. Bowen Foundation for Minority Interests in Media

Board Membership and Committee Participation in Diversity Organizations

Cox senior leaders and executives hold board and committee positions in many of the organizations that we support. A sample of Cox's board and committee participation includes the following:

- Board member, regional NMSDC
- Board member, San Diego LGBT Community Center
- Board member, Mexican American Business & Professional Association
- Board member, NAMIC, Southern California Chapter and National
- Board member, WICT, Southern California Chapter
- Board member, San Diego Asian Business Association
- Board member, Chinese Consolidated Benevolent Association
- Board member, National Association of Asian American Professionals
- Board member, Mexican American Business Professionals Association

National Diversity Partnerships

Cox has forged partnerships with major national diversity organizations. In addition to providing cash and in-kind support to these organizations, we engage in many local partnership opportunities with these organizations in support of our business and social responsibility goals:

- **National Urban League:** the nation's largest community-based movement devoted to empowering African Americans to enter the economic and social mainstream;
- **Human Rights Campaign:** the nation's largest civil rights organization working to achieve lesbian, gay, bi-sexual and transgender equality;
- **League of United Latin American Citizens (LULAC):** the nation's largest and oldest civil rights volunteer-based organization that empowers Hispanic Americans and builds strong Latino communities. With 900 councils around the United States and Puerto Rico, LULAC's programs, services and advocacy address the most important issues for Latinos, meeting critical needs of today and the future.
- **100 Black Men of America:** committed to the intellectual development of youth and the economic empowerment of the African American community based on the following precepts: respect for family, spirituality, justice, and integrity.
- **US Business Leadership Network (USBLN):** the national organization that helps businesses drive performance by leveraging disability inclusion in the workplace, supply chain and marketplace



Cox's Supplier Diversity Activities in 2015

EXTERNAL PROGRAM ACTIVITIES

Awards and Recognition

Cox has been fortunate to receive numerous awards and recognition for our commitment to diversity. These include:

Supplier Diversity Organizations

- WBEC West Recognition of Impact, 2015
- Georgia Chapter, NMSDC, Buyer of the Year, 2013, 2014
- San Diego Supplier Development Council, Advocate of the Year, 2012
- San Diego Supplier Development Council, Achievement Award, 2012

DiversityInc

- DiversityInc Top 50 Companies for Diversity® – ten consecutive years with distinction among the Top 25 companies, 2006-2015
- Cox ranked 9th in DiversityInc's list of Top 10 Companies for Diversity Councils, 2015
- Cox ranked in the top 10 of DiversityInc's list of Top 10 Companies for African-American from 2006-2008 and 2011-2013
- Cox ranked in top 10 of DiversityInc's list of Top 10 Companies for Supplier Diversity from 2010-2011
- In 2009, Cox received a special award from DiversityInc as a Top Company for Talent Pipeline; Cox was one of only seven companies honored for our consistent leadership in diversity initiatives
- Cox received DiversityInc's 2013 Top Company for Community Philanthropy award



CableFAX

- Six Cox Executives were named "Most Influential Minorities" in 2015
- The cover of CableFAX Magazine's "Most Powerful Women in Cable 2013" issue featured five of Cox's leaders

NAMIC

- Cox was designated as a 2015 and 2013 Top Company for People of Color, based on the findings of the NAMIC/WICT Cable Telecommunications Workforce Diversity Survey

WICT

- Cox has been recognized as Best Operator for Women in Cable from 2003-2015, by Women in Cable Telecommunications, taking first place in 2015.

The Walter Kaitz Foundation

- Cox was recognized with the 2012 Diversity Champion Award by The Walter Kaitz Foundation, an organization which advocates for diversity in the cable telecommunications industry

HRC

- Cox Received the Human Rights Campaign Foundation Top Rating (100%) for Corporate Equality Index from 2009-2011



City of San Diego

- Award for Diversity & Inclusion, 2015

Assemblymember Tom Daly

- Recognition of Supplier Diversity Program, 2015

Hispanic Network Magazine

- Best of the Best Top Diversity Employers, 2014

Black EOE Journal

- Cox named on the "Best of the Best" list in the summer 2013 issue for strides made in diversity efforts

Professional Women's Magazine

- Recognized in the fall 2013 "Best of the Best" Issue as a Top Diversity Employer

San Diego Committee on Employment of People With Disabilities

- Recognition for unending commitment to serve and assist people with disabilities in the State of California, 2013

The Minority Corporate Counsel Association (MCCA)

- Employer of Choice, for diversity initiatives and inclusive policies of Cox's corporate legal department, 2005





Cox's Supplier Diversity Activities in 2015

EXTERNAL PROGRAM ACTIVITIES

Supplier Diversity Website

Cox's supplier diversity website (<http://bit.ly/13gsl40>) provides a venue for suppliers to connect with all Cox companies that may need their services. Suppliers may register to do business with us via our supplier diversity web portal.



Meeting the needs of our diverse customer base requires collaboration with diverse suppliers. What's more, a diverse supplier base provides us with a clearer understanding of our customers while providing economic growth in the communities we serve.

Cox Supplier Diversity Progress in 2015



The following reflects direct purchases nationwide (including California) from Minority Business Enterprises (“MBE”), Women-owned businesses (“WBE”), Veteran (“VBE”), Disabled Veteran-owned businesses (“DVBE”) and Lesbian Gay Bisexual or Transgender (“LGBT”)-owned businesses; as well as the Tier II spend of our reporting suppliers.

Direct and Tier II Spend

Procurement	2015
MBE	\$320,910,938
WBE	\$85,637,273
VBE	\$6,173,326
DVBE	\$266,689
LGBT	\$2
Tier II	\$65,920,159
Total Diverse Spend	\$478,908,386
Total Discretionary Spend	\$2,917,535,812
% of Spend	16.4%

Breakout of Cox Direct MBE Spend

MBE	2015
Asian Pacific American	\$44,421,493
African American	\$232,242,764
Hispanic	\$27,998,169
Native American	\$12,505,817
N/A	\$3,742,695

WMBE	2015
Hispanic American	\$305,352

Cox Supplier Diversity 2016 Goals

In 2016 we will continue to challenge ourselves to increase our use of diverse suppliers and have established a target of making at least 18% of our discretionary purchases with diverse suppliers.



Cox's Supplier Diversity Activities in 2015

Encouraging Entry Where There Has Been Low Utilization

Cox recognizes that certain fields have been harder for women, minorities, veterans and LGBT people to break into and has tried to focus on procurement categories where it and other companies have low spend with diverse suppliers.

Legal Services

Since 2005, Cox has used the legal services of a California-based, certified, WBE law firm almost exclusively for representation before the CPUC and advice on California regulatory matters. In 2012, Cox's Nevada affiliate began using this same firm for its regulatory needs.

Cox supports the National Association of Women and Minority Owned Law Firms' commitment to spend at least 5% of all legal fees with minority and women-owned law firms and legal services. Additionally, Cox has a policy of working with law firms that employ diverse lawyers and paralegals.

Telecommunications and Network Equipment

Cox's telecommunications and network equipment represent some of our largest expenditures. Although this has been an area where we historically have focused on Tier II efforts, Cox uses the services of two minority-owned logistics company from which we could make direct equipment purchases. These arrangements greatly benefit Cox by creating a consistent experience for ordering, packaging and delivery of equipment to Cox operations and customers nationwide; while providing new and, importantly, direct opportunities to diverse vendors. In 2015 Cox began relying on these vendors exclusively for the distribution of video "mini-boxes", which are a necessary part of an ongoing video network transformation. Cox is exploring dedicating other equipment distribution solely to these vendors.

We strive to create opportunities in areas that historically have had few, if any, diverse suppliers:

- ***Legal Services***
- ***Telecommunications Equipment***
- ***Energy Procurement***
- ***Recycling***



Cox's Supplier Diversity Activities in 2015

Encouraging Entry Where There Has Been Low Utilization

Conservation

Two important aspects of our Cox Conserves environmental conservation program are using alternative fuels for our energy consumption and recycling. Similar to our business needs, Cox utilizes diverse vendors to support our environmental efforts.

-Energy Procurement

Cox and its affiliates use fuel cells to power operations in certain facilities in California. We utilize the services of a WBE to manage all of the scheduling of the natural and biogas needs for these fuel cells. Additionally, Cox purchases natural gas directly from a WBE for many of its operations nationwide.

Cox utilizes the services of a VBE for the provision of fuel at several locations nationwide, including in California.

Cox purchases energy from a deregulated MBE for several of its affiliate locations. This unfortunately is not an option for our California operations due to current California-imposed limits on the amount of energy that can be procured from retail providers

-Recycling

Cox utilizes the services of a MBE for recycling some of the equipment that supports our voice, video and Internet services. Additionally, some of our affiliates, within and outside of California, are now partnering with a WBE metals recycling company.



Cox Conserves



Supplier Diversity Activities Planned for 2016

Cox Supply Chain representatives will continue to meet regularly with supplier diversity organizations to help identify diverse supplies that can meet Cox's procurement needs.

Cox also will continue outreach and awareness campaigns with the following activities in 2016:

- Regional and National matchmaking and networking events sponsored by organizations such as NMSDC, WBENC, NGLCC, USBLN and the Walter Kaitz Foundation;
- Business chamber and minority business association-sponsored diversity events;
- Partner with other cable companies to develop opportunities for diverse vendors in our industry, share best practices and sponsor networking events;
- Board and committee membership positions in organizations that promote diversity and diverse businesses;
- Work with additional prime contractors doing business with Cox on Tier II commitments
- Revamp internal materials used to educate employees about Cox's Supplier Diversity program;
- Develop education materials for prime contractors to encourage their use of diverse suppliers;



