



# “Actions Speak”



Turning Words Into

# Action

That's how the approximately 50,000 employees of Cox Enterprises help shape a better world. It's also consistent with our philosophy that there's only one way to do business: by doing what's right for our customers, for our communities and for each other.

A Conversation with Cox Enterprises'  
Chairman, Jim Kennedy

# 117 Years of Looking Forward

**You introduced Cox Conserves in 2007. What was the impetus behind the company's commitment to sustainability?**

There was no one point or event that prompted that commitment. It truly was just the natural expression of the philosophy that has driven our business for well over a century: Doing business can't be separate from doing the right thing. We want to think about the environmental and societal impact of every business decision we make for our employees, the communities we serve and the world at large. Since we launched Cox Conserves formally, it has grown into a more than \$100 million investment in sustainability and conservation through operations, projects and grants to environmental nonprofits.

**Cox Enterprises has defined some ambitious sustainability goals to send zero waste to landfill by 2024 and become carbon and water neutral by 2044. What is the biggest challenge to realizing these goals in the time frames targeted?**

We've put them in place not only to help prioritize our work, but also to remind us that we can't think of sustainability as a final state, even if we've announced a deadline. Sustainability is really a dynamic process that requires us to make choices about the changes we want to bring about – from the exploitation of resources to technological development. There's a need for people to share our understanding that, at its core, all economic development is essentially a sustainability issue. Everyone needs to understand that every decision must be made with an eye toward its impact on the future.

**How does employee engagement help you work toward realizing your sustainability goals?**

Our people are our most important resource; they are the driving force behind our progress. That's why our internal communications focus on ways our employees can make a difference at work, home and in the community. Our objective is to make everyone mindful of what they can do to create a more sustainable future. And that manifests itself in many ways – sharing creative ideas to streamline our operations, simply hesitating before printing something, banding together to volunteer for community organizations or displaying enthusiasm for competing in the Chairman's Cup. When employees are motivated not just by external rewards, but also by having a purpose and being committed to shared values, then the organization has a much better chance of achieving its goals.

**I**nnovation is critical to business growth and success. How can sustainability lead to innovation?

Establishing sustainable practices forces companies to think differently about everything they do and how they do it – their products, processes, technology and business models. That kind of thinking creates new products, reduces the volume of resources consumed, lowers costs and spawns new businesses to meet customer needs. Everyone today needs to understand that when we make sustainability an essential part of development, we're actually building a competitive advantage.

**D**oes the average citizen today understand what is at stake in working to make business practices more sustainable? How do you communicate your commitment to sustainability to your customers?

I often worry that in today's hectic city life, many people are so consumed with day-to-day activities that environmental concerns get pushed into the background. Because our media outlets reach more than 50 million Americans weekly, we can inform them about sustainability issues when there's an appropriate opportunity. We use our media reach to communicate our vision, demonstrate its relevance, provide concrete results of our sustainable practices and create opportunities for our audiences to be engaged with us in the work we do. That's how we educate people. Our goal is to help them realize that from now on, every business must be dedicated to meeting their needs without compromising the quality of life for those who come after us.

There also is great value in leading by example – offering paperless billing to Cox Communications customers; or letting our Manheim customers know how much water we're saving in our operations; or meeting with our suppliers to talk about

environmentally responsible business practices. It's the same approach as engaging our employees – we want to underscore the idea that everyone must do their part – that our actions speak.





COX CONSERVES

# Creating Positive Environmental Change

Since its formal establishment in 2007, Cox Conserves has invested more than \$100 million in conservation and sustainability through our operations, partnerships and grants to nonprofits. The program engages each of our major subsidiaries, Cox Communications, Cox Automotive and Cox Media Group, by asking them to conserve the natural resources that are most essential to their business. As initiatives are undertaken, we are committed to measuring our performance in order to continuously

improve the management and impact of environmental practices.

Cox Conserves' primary focus areas include:

- Energy Conservation
- Water Conservation
- Waste Diversion & Recycling
- Community Engagement

And Cox Conserves encourages our approximately 50,000 employees and their families to adopt eco-friendly practices in their lives and to make a difference through

community service. Each of us can do something. When we change how we think about using natural resources, we can move beyond incremental improvements to develop the efficiencies that will drive transformational change.

## National Partnerships



### American Rivers

*Protects wild rivers, restores damaged rivers and conserves clean water for people and nature.*



### The Trust for Public Land

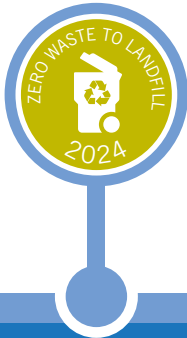
*Creates parks and protects land for people, ensuring livable communities for generations to come.*



### Ocean Conservancy

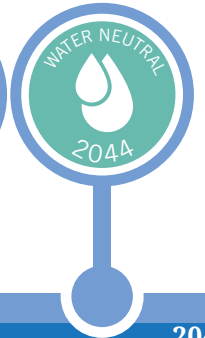
*Educates and empowers citizens to take action on behalf of healthy, thriving oceans.*

## Cox Conserves Goals



2014

Zero Waste to Landfill



2044

Carbon Neutral

Water Neutral

*The company's sustainability goals are to send zero waste to landfill by 2024 and become carbon and water neutral by 2044.*

## Progress 2007-2014

84%

Reduction in Daily  
Idling of Cox Vehicles



120,000  
tons

of Greenhouse  
Gases Prevented from  
Entering Environment



125 million  
gallons

of Water Saved



100 suppliers

Engaged in  
Sustainability  
Initiatives



985 tons

of Materials Recycled  
at Cox Headquarters  
Since 2007



29

Trips to the Moon  
and Back by Cars  
Fueled by 2014  
Cox Energy Savings



# Reducing Carbon & Waste Footprint

Our corporate program to save energy starts small, with efforts as simple as replacing incandescent light bulbs with energy-efficient units, and extends to developing alternative energy projects, including fuel cells, photovoltaic (VC) and solar thermal.

In some TV studios, for example, we've installed state-of-the-art fluorescent lighting that reduces radiant heat on the talent and cuts energy consumption by as much as 45 percent. Elsewhere, we've replaced old boilers and installed advanced HVAC control units and lighting systems that automatically shut down portions of a building during off-hours.

Outside the four walls of our facilities, we're also working to decrease the environmental impact of our transportation fleet. With 13,000 vehicles, our fleet is among the largest in corporate America and presents numerous fuel-saving and emissions-reduction opportunities. This fleet includes nearly 300 hybrid vehicles, and 10 percent comprises Partial Zero Emissions Vehicles (PZEV) and LEED-ranked vehicles. At Cox Communications, 90 percent of the network operations vehicles utilize a new hybrid operating system and

are zero-emissions vehicles during aerial operations.

A major strategy to reduce our carbon footprint is to reduce the number of miles we travel. That's why we've installed GPS systems in 5,000 vehicles that have enabled us to save more than 1 million gallons of fuel, cutting our carbon footprint by over 25 million pounds. We're also using vehicle diagnostics and traffic-mapping technologies at Cox Communications so that drivers can reduce CO2 emissions by controlling idling time and navigating traffic for increased fuel efficiency. In the first year of use, these solutions allowed us to reduce vehicle idle time from more than 90 minutes to less than 15 minutes per day, an 84 percent decrease.

Often the best way to reduce energy use is by encouraging alternative transportation, carpooling and telecommuting options.



We also support our employees who want to make their commute more eco-friendly by providing shuttles between our offices and public transportation hubs, and offering premium parking spaces for electric cars and fuel-efficient vehicles.

## WASTE MANAGEMENT

Our approach to waste management is a holistic one that employs three strategies: waste reduction, strategic partnerships for e-waste and customer engagement. Since 2007, we've recycled more than 985 tons of materials at our Atlanta headquarters alone by turning wastebaskets into recycling bins and composting cafeteria waste. In addition, all Cox newspapers are printed on recycled paper. Electronic waste, in particular, is often a disposal challenge, but our e-waste program enables us to divert an estimated 1.8 million pounds from landfills annually. This program provides ways to extend equipment life cycles and promote re-use through redeployment, remarketing and charitable donation. We also redeploy electronics with reusable value within our organization to reduce new procurement costs and materials. Finally, we're committed to helping our customers do their part by going paperless through electronic ordering and billing processes in our broadband business.







“When we launched Cox Conserves, we really wanted to encourage our employees to be eco-friendly. Everyone can do something to help preserve our environment. This program lets our employees be sustainable at home.”

Jim Kennedy, Chairman, Cox Enterprises, announced the national Cox employee solar program at the 2014 *Fortune* Brainstorm GREEN conference

# Actions Speak

Go Off the Grid

## Employee Solar Program

Many people can afford to purchase a more energy-efficient light bulb, but a home solar system requires a much bigger investment. To help our employees make that step, we launched a national employee incentive program in 2014 to support the installation of rooftop solar panels at home. This program awards \$500 directly to the employee, who also receives a \$500 discount from supplier SolarCity. The result? Lower electric bills and a lower individual carbon footprint.



# Actions Speak

Harness the Sun's Power

"Our solar panels in  
Massachusetts produce  
enough energy to power  
400 homes."

Tim Hoegler, General Manager,  
Manheim New England



## Solar Initiatives

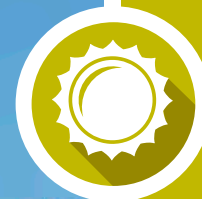
Despite some dreary days in North Dighton, Massachusetts, Manheim New England is home to Cox's largest installation of solar panels. Here, 2,000 rooftop panels meet 29 percent of the auction's energy needs, while power from another 10,000 ground-mount goes to the local community. Panels are arranged to avoid affecting 28 acres of surrounding wetlands, thereby protecting the ecosystem. There is even a trail through the installation with educational signage on the importance of conservation and alternate energy.

With energy conservation as one of the pillars of our Cox Conserves program, we've completed alternative energy projects in Arizona, California, Georgia, Hawaii, Maryland, Missouri, New Jersey, Oregon, Tennessee and Texas.



**3,005  
tons**

CO2 Emissions  
Eliminated in  
Massachusetts



**300**

Million BTUs  
Offset in Georgia



**2,000**

Gallons of  
Solar Hot Water  
in Storage



**13 days**

How Long  
Alternative Energy  
Projects Can Power  
a City of 3 Million



COX CONSERVES

# Conserving a Precious Resource

Water scarcity is one of our planet's most pressing concerns. At Cox, we're striving to be part of the solution by implementing initiatives that, to date, are saving 32 million gallons of water annually, as well as returning high-quality, reusable water to the community.

This effort begins with our vehicle remarketing company, Manheim, which uses water daily at its large reconditioning facilities. In 2007, Manheim opened its first Water Conservation Center in Manheim, Pennsylvania. The facility uses a four-step process that takes runoff water through a bioreactor tank, filtration and reverse-osmosis membranes to improve its quality to better than its original state.

During an historic regional drought in 2008, Manheim Georgia opened our second Water Conservation Center in Atlanta. Today, the Center is saving approximately 2 million gallons of water each year, reducing daily water demand by reusing 60 percent of treated water and returning the remaining 40 percent to the community.

Also at our Georgia facility is one of the state's largest solar thermal hot water installations, which supplies hot water to Manheim's auto detailing operation. The installation features 40 solar thermal collectors, stores 2,000 gallons of hot water and offsets more than 300-million BTUs of energy every year with clean, renewable solar energy. This system reduces annual energy costs and environmental impact by more than 50 percent. In addition, we installed our first rainwater harvest system in 2014. This system, placed at Manheim Georgia, has saved nearly 400,000 gallons to date and is projected to save, conservatively, about 800,000 gallons per year.



*Across the company, we've invested in water-efficient plumbing, such as low-flow sink models, to support our water conservation efforts.*

**200,000,000**  
**Gallons**

Water Saved from  
Washing Cars



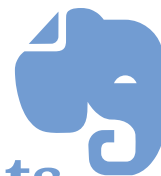
**10**  
**Aircraft**  
**Carriers**

Can Float on Water  
Saved per Year



**12**  
**Male**  
**Elephants**

Equivalent Weight of 68 Tons of Contaminants  
Extracted from Wastewater at Pennsylvania Center





COX CONSERVES

# Committed to More

Engaging with small and medium-sized businesses to strengthen sustainability

Knowledge is power, and that's especially true when it comes to broadening the impact of sustainability throughout our economy. Organizations and their leaders will increase the scope of their eco-friendly activities if they are educated about the benefits and offered strategies for improvement. Through Cox Conserves, we are embracing our role as a catalyst for change by educating our business partners about the opportunities to strengthen their organizations through sustainability.

Hundreds of thousands of small and medium-sized businesses (SMBs) are Cox customers and suppliers and, collectively, their decisions about how they run their businesses have a major impact on our nation's environmental performance. In 2014, we launched an inaugural nationwide survey of SMB leaders to better understand the opportunities for improvement and the obstacles to success.

Among the key research findings of the **Cox Conserves Sustainability Survey** ([www.coxconserves.com/survey](http://www.coxconserves.com/survey)): Nearly two-thirds of SMB leaders are committed to increasing their sustainability activities and more than half are unsatisfied with their current efforts. Yet the study also found that many decision-makers delay implementing sustainability initiatives because of up-front costs and a perception of low demand among their customers for these improvements.

We will leverage these insights and many others at our annual Sustainability Summit, which attracts 100 suppliers representing billions of dollars in products and services. The Summit is an important forum to share best practices and to underscore the substantial ROI benefits of a smart, comprehensive sustainability program. From paperless billing to virtual meetings to more energy-efficient facilities and equipment, there are abundant opportunities to drive eco-efficiency and attract and retain more customers – all while strengthening bottom-line performance. Read more about our summit on page 25.



65%

of SMB Leaders are Committed to Increasing Their Sustainability Efforts

Nearly 2/3

of SMBs Named Cost Reductions and Company Values as Driving Factors for Sustainability



69%

Female Leaders Use Supplies and Materials More Efficiently Versus 57% Males

# Actions Speak

Win the Cup

## Chairman's Cup

Nothing is more engaging than a bit of healthy competition. That's the idea behind our annual Chairman's Cup that engages Cox employees across the country in sustainable business practices. From each of our major subsidiaries, we name a Chairman's Cup winner, who is awarded \$12,500 to donate to a local environmental nonprofit of their choice. Our employees approach the Chairman's Cup with enthusiasm and creativity, determined to find new ways to go green. In 2014, we had 82 entries – the most since launching the program in 2012. And the winners were:

**Cox Enterprises:** A team at corporate headquarters developed a scoring and tracking system to manage idle time for the Cox Communications fleet. The program should save 269,000 gallons of fuel and 2.8 tons of CO2 emissions per year.

**Cox Communications:** In Cox Communications' residential phone business, an Atlanta team found a way to reduce the company's total annual energy consumption by 18,734 kWh through an improved product procedure.

**Cox Automotive:** Manheim Detroit created a conservation committee that encouraged employees to bring their own cups to work, eliminating 50,000 Styrofoam cups, and to donate 6,000 used pens and pencils to local schools.

**Cox Media Group:** The Dayton, Ohio, team saved 64,000 kWh monthly by installing a new air compressor. They also removed 5,000 pounds of trash from the Great Miami River, launched a bike commuting program and eliminated 25 printers, saving \$4,000 a month.





"Our team here is truly appreciative of this recognition and these projects have also allowed our employees to give back to the community."

Mandy Savage, general manager of  
Manheim Detroit

COX CONSERVES

# Supplier Engagement

A key goal of Cox Conserves is to create a culture of conservation that encourages all stakeholders to join in and support our sustainability journey. This not only maximizes the impact of our efforts, but also helps to ensure that our legacy is a lasting one. As critical partners in our business, suppliers are a natural constituency for us to engage.

To support a sustainable supply chain, we seek to work with suppliers that employ best-in-class sustainable business practices. We also follow specific Environmentally Preferred Purchasing (EPP) principles that look to:

- Reduce the amount of energy and water used in manufacturing and distribution;
- Take affirmative actions to prevent the creation of air and/or water pollution and waste products;
- Make use of recycled and/or recyclable content in products and packaging, and other remanufacturing;
- Invest in the use of alternative energy sources for manufacturing and distribution; and
- Deploy transportation practices that are environmentally sound.

To better understand our suppliers' views on sustainability and their needs, we conducted the Cox Conserves Sustainability Survey, the first nationwide survey to examine sustainability opportunities and challenges for small and medium-sized businesses. Among our findings: many decision-makers delay their own sustainability program because of up-front cost requirements and a belief that it won't really matter to their respective

customers. More than half the respondents were not happy with their current level of sustainability and felt corporations should do more to help their suppliers go green. Even more respondents – 65 percent – expressed a desire to develop a corporate sustainability program.

The survey also identified ways that businesses can adopt sustainable practices that will actually save costs: double-sided printing, energy-efficient light bulbs, recycling programs, paperless billing, virtual meetings and turning off electronics when not in use, to name a few. To support our suppliers, we feature ideas such as these at our annual Sustainability Summit, where our top vendors share best practices. The 100 suppliers who attend represent billions of dollars in products and services.

Our supplier relationship with Staples as our office paper provider nationwide is an example of a partnership that is working for the environment. Our use of FSC-certified paper made of 30 percent post-consumer content will help us save the equivalent of 5,040 trees, about 2.5 million gallons of water and eliminate nearly 80 tons of waste annually.



# Actions Speak

Save a River

## American Rivers

More than 3.5 million miles of rivers flow through our nation, inviting us to fish, swim or leisurely paddle a canoe. We rely on rivers for water, and we couldn't get through a day without the water we take for granted when we step into the shower or turn on the coffee maker.

That's why we decided to partner with American Rivers to make our rivers and streams safer for drinking water and for recreation. We're working with them to ensure clean water, revitalize fish and wildlife habitats, improve flood protection, stop polluted runoff and sewage spills, and leave a legacy of healthy rivers.

Our partnership deploys Cox employees to help clean up waterways around the country. They've pulled on their rubber gloves and participated in annual National River Cleanups® across the country. So far, our volunteers have removed more than 16 tons of debris from rivers and riverbanks in Florida, Georgia, North Carolina, Ohio and Pennsylvania.

"Once people get involved with their local rivers, they feel a sense of responsibility for them. They want to protect them for future generations to enjoy."

Alex Taylor, Cox Enterprises Executive Vice President and American Rivers Chairman







"We're very proud of our partnership with Cox Enterprises. Cox employees make a huge difference in their communities by participating in the International Coastal Cleanup, and by helping Ocean Conservancy educate others on the need to tackle the problem of ocean trash."

Andreas Merkl,  
CEO of Ocean Conservancy

# Actions Speak Clean Up

## 5 tons

Material Removed from  
Rivers and Shorelines by

## 700

Cox Employees in 2014

## Ocean Conservancy

For hundreds of Cox employees, a day at the beach is about a lot more than sand and surf – it's an opportunity to make a positive impact on our oceans. During 2014, we gathered at beaches in California, Florida, New York and Washington to help clean up shorelines. In all, more than 5 tons of trash was removed as part of these beach cleanups.

These volunteer efforts are part of our national partnership with Ocean Conservancy, a nonprofit dedicated to educating and empowering citizens to take action on behalf of our oceans. Beach trash and debris not only endanger marine and wildlife, but also injure swimmers and drive away tourist dollars. Our partnership with Ocean Conservancy not only results in cleaner beaches, but also offers a great opportunity for our employees to engage with each other and experience firsthand how every individual can contribute to a much greater cause.

# Actions Speak

Be a Hero

## Cox Conserves Heroes with The Trust for Public Land

Creating, preserving or enhancing an outdoor space is a noble task, and one that is often an unheralded gesture. Cox Conserves Heroes, a program in partnership with The Trust for Public Land, offers some much-needed recognition for those who make more of the great outdoors possible for communities. In each of our participating markets, we ask the public to nominate volunteers who are making a difference, and the public is invited to vote from a group of finalists. The winner receives \$10,000 to donate to an environmental nonprofit of his or her choice, while finalists get \$2,500 for their chosen organization.

"The burrowing owl is part of a network of species that has to stay together or the entire ecosystem in that area collapses."

Greg Clark,  
2014 Cox Conserves Hero



### Arizona

*Greg Clark uses his engineering expertise to build artificial burrows for owls that nest underground and that risk being buried by heavy equipment on construction sites. So far, he has led volunteers to relocate more than 500 owls to the artificial burrows.*



### Atlanta

*Bob Scott puts his lawnmower to use to create and maintain a new trail leading people to Peachtree Creek. Scott is building an urban refuge in the heart of metro Atlanta and sharing trail maps with neighbors to encourage outdoor activity.*





# 2014 Winners & Finalists

## Orange County

*Frank Capolupo brings educational tours to life for children, inspiring them to learn more about the ocean and how it impacts our lives. He also speaks at local clubs and organizations about the importance of environmental education and ocean awareness.*



## San Diego

*Mel Lions cultivates, empowers and educates sustainable food communities within San Diego by mentoring students and other volunteers in farm tasks and interactive tours at Wild Willow Farm. By teaching sustainable food practices, he is affecting the way food is grown and reducing negative impacts to the local ecosystems.*

## Virginia

*Brian Batteiger builds new trails and prevents erosion on older trails. His work enables outdoor exercise and connects hikers and mountain bikers with areas such as Carvins Cove. His volunteer work with Pathfinders for Greenways extends beyond trail-building to include website development, equipment maintenance and volunteer recruitment.*



## Louisiana

*Matt Thomas helps preserve Baton Rouge's lake system to provide a safe, healthy and beautiful setting for local citizens and visitors to enjoy. He organizes work days to remove invasive plants and debris that cause water quality problems and installs trash bins to prevent littering.*



## Santa Barbara

*Rebecca Claassen used her health-care background to educate local citizens on the impact of toxins in the local water supply. She's been the catalyst behind creating a group of informed and engaged volunteers who promote clean water.*



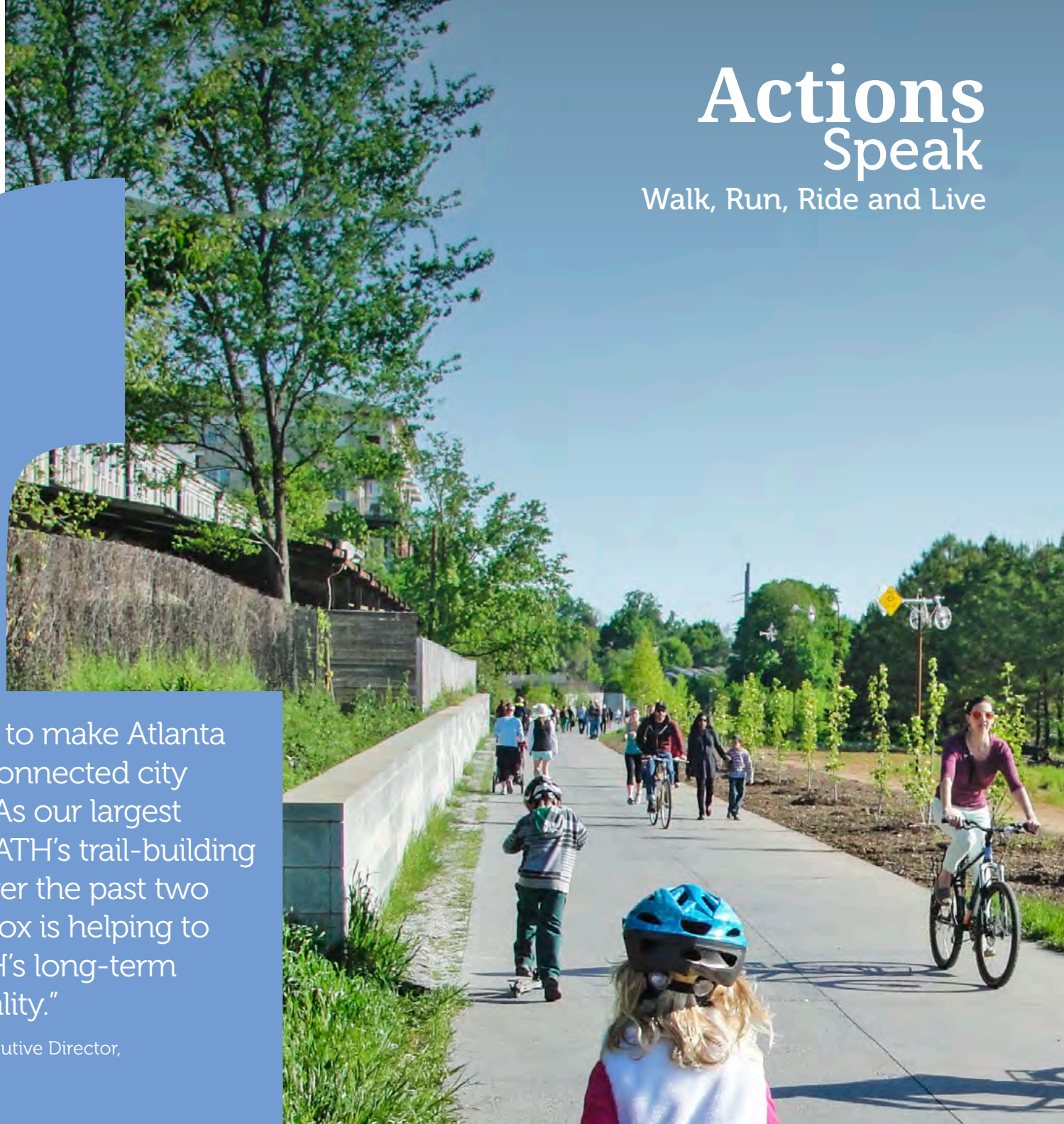


# Actions Speak

Walk, Run, Ride and Live

"Our goal is to make Atlanta the most connected city in the U.S. As our largest donor to PATH's trail-building projects over the past two decades, Cox is helping to make PATH's long-term vision a reality."

Ed McBrayer, Executive Director,  
PATH Foundation





## PATH Foundation and the Atlanta BeltLine

Cities with abundant opportunities to safely walk, run or ride bikes are more livable and economically vibrant. For more than 20 years, metro Atlanta's PATH Foundation has been developing multiuse trails and linear parks to provide opportunities for walking, running, biking and skating – work that Cox has supported since the organization's inception. This system of scenic greenways not only offers a place for recreation, but also helps preserve the area's forested character. These trails bring together people of diverse races, ages, income levels and cultural backgrounds to enjoy the outdoors – and improve their health.

PATH has also played a leading role in collaboration with the Atlanta BeltLine, one of the largest and most wide-ranging urban redevelopment projects in the United States. A \$5 million Cox Foundation grant to PATH, the BeltLine's trail-building partner, supports development of the Westside Trail, a three-mile stretch in the city's southwest corridor that will bring new vitality and investment to the neighborhood – connecting four schools and four city parks. The funds served as the lead gift to help secure \$9.5 million in U.S. DOT funds requiring a local match.

The BeltLine is an important component of our support for PATH and its mission, but our commitment goes many miles farther. In 2012, the Cox Foundation pledged \$5 million over a five-year period to help build an additional 34 miles of trails in PATH's regional network. To date, PATH Foundation has developed more than 200 miles of trails throughout Georgia.



**\$17.5  
million**

for Atlanta Parks and  
Trails Over 5 Years



**200**

Miles of Trails  
Developed by PATH



**45**

Neighborhoods  
Connected

