FINAL REPORT

City of Milpitas

Review of Assignment of Milpitas Sanitation Franchise Agreement to Waste Connections

Submitted electronically: December 9, 2021

WASTE CONNECTIONS, INC.
Connect with the Future

Milpitas
Sanitation

CITY OF MILPITAS
CALIFORNIA
INCORPORATED
JANUARY 26, 1954

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December 9, 2021

Ms. Elaine Marshall
City of Milpitas, Public Works Department
1265 North Milpitas Boulevard, Milpitas, CA 95035
submitted via email: emarshall@ci.milpitas.ca.gov

Subject: Final Report – City of Milpitas Review of Assignment of MSI Franchise Agreement to Waste Connections

Dear Ms. Marshall,

R3 Consulting Group, Inc. (R3) is pleased to submit to the City of Milpitas (City) the attached Final Report of our review of the proposed assignment of the solid waste franchise agreement currently held by Milpitas Sanitation, Inc. (MSI) to Waste Connections (WC or Company) (collectively, "Companies").

This report presents our findings, based on the information made available by the Companies. We initially submitted the report in draft form (to confirm the adequacy of the report for the City to consider the request, by MSI, to assign the agreement to WC) and are now submitting the final version. The Companies were very responsive to all information requests.

To summarize the findings to date:

》 Although WC will be the new owner of MSI, MSI as a subsidiary will remain intact and will be obligated to meet all current obligations under the franchise agreement;

》 WC's extensive national and statewide operational experience qualifies the Company to provide services under the agreements;

》 WC's financial resources are significant and can more than meet the obligations of the agreements, including any future vehicle and equipment capital replacements should they be necessary;

》 A new senior management team is in place and will oversee the MSI operation;

》 As part of the Assignment, WC has expressed a willingness to absorb the proposed rate increase for Year 5 as well as defer the costs of additional service enhancements until a future detailed rate review; and

》 Unlike many assignments, no changes should be visible to the City or its rate payers.

*   *   *   *   *   *   *

Thank you for the opportunity to help the City in considering assignment of the MSI agreement to WC. Should you have any questions or comments, or need any additional information, please don't hesitate to reach out directly.

Sincerely,

Scott Hanin | *Project Director*
R3 Consulting Group, Inc.
916.782.7821 | shanin@r3cgi.com

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1. EXECUTIVE SUMMARY

Introduction

The City of Milpitas has received a request from Milpitas Sanitation, Inc (MSI) to assign the Franchise Agreement to Waste Connections, Inc., a large national solid waste company. MSI and Waste Connections plan on entering into a Securities Purchase Agreement, (the "Purchase Agreement") at a closing to be held on or about December 31, 2021. In accordance with the Draft Purchase Agreement, the current shareholders of MSI will sell all the shares in the Company to Waste Connections, which will result in a change in majority control of MSI from the current owners to Waste Connections.

The City of Milpitas has engaged R3 Consulting Group, Inc. (R3) to conduct a review of the fitness of Waste Connections on behalf of the City, to establish findings regarding the proposed assignment.

This review included a thorough assessment of:

》 Franchise Agreement assignment provisions;

》 Financial Statements, Annual Reports, SEC Filings, available capital resources and debt;

》 Financial and operational information provided by MSI and Waste Connections; and

》 Likely effects of assignment on rates and services. Re

R3 was not able to review the final Purchase Agreement as it has not yet been signed by the parties. However, we have no reason to believe the final signed Purchase Agreement will have any material impact on the Assignment and be in substantially the same form as the draft that was provided.

What is the Securities Purchase Agreement?

According to the Draft Purchase Agreement, upon the sale closing, MSI shall continue to possess all its right, title and interest in the Franchise Agreement. MSI will perform and be bound by all the terms, covenants and conditions required under the Franchise Agreement upon closure. Unlike other assignments where effectively a new company replaces the current one as witnessed through name change, new or painted vehicles and changes to personnel, no changes should be visible to the City or its rate payers.

Waste Connections, through this transaction, would now own all assets and agreements of MSI including:

》 Permits;

》 Franchise agreement;

》 Any other agreements for services;

》 All equipment used by MSI, including:

   – All customer carts;

   – All containers and bins; and

   – Software, spare parts, computers, etc.

》 All motor vehicles used by MSI:

   – Collection and Street Sweeping Vehicles, all of which are subject to replacement by Waste Connections prior to the end of the Agreement; and

   – Support Vehicles.

》 All real property used in the business.

What is the Assignment?

Assignment is the transfer of an agreement's obligations and benefits from one party to another party. In this case, MSI is seeking to assign its obligations and benefits under the Agreement between the City and MSI to Waste Connections Inc. The current MSI Agreement requires that MSI obtain City consent to

assign the Agreement, without the prior written consent of City which may be withheld with or without cause at City's sole discretion, for the assignment to Waste Connections to be valid.

Consent Requirements. Per the Agreement, no request by Contractor for consent to an assignment need be considered by City unless and until Contractor has met the following requirements:

1. Contractor shall pay City its reasonable expenses for attorneys' fees, consultants' fees and other costs of investigation necessary to investigate the suitability of any proposed assignee, and to review and finalize any documentation required as a condition for approving any such assignment. With its written request for consideration of assignment, Contractor shall submit a non-refundable deposit to City in the amount of $250,000 to provide City funding for its review of the assignment;

    It is our understanding this payment was made to the City.

2. Contractor shall be granted no opportunity to review or approve proposed agents of the City associated with assignment process;

    It is our understanding that the City selected R3 for this engagement without any input from MSI or Waste Connections.

3. Contractor shall furnish City with audited financial statements of the proposed assignee's operations for the immediately preceding three (3) operating years. City, following review of financial health of the assignee, may require provision of additional performance surety, or insurance;

    Both Waste Connections and MSI's financial statement for the last three years were made available to the City as well as cash flow statement, debt and outstanding capital, balance sheet, Sustainability Plan and Annual Reports and recent SEC filings. No additional surety or insurance has been requested or deemed necessary.

4. Contractor shall furnish City with satisfactory proof: (i) that the proposed assignee has at least ten (10) years of Solid Waste Transfer and Disposal management experience on a scale equal to or exceeding the scale of operations conducted by Contractor under this Agreement; (ii) that in the last five (5) years, the proposed assignee has not been the subject of any administrative or judicial proceedings initiated by a federal, State or local agency having jurisdiction over its operations due to an alleged failure to comply with federal, State or local laws or that the proposed assignee has provided City with a complete list of such proceedings and their status; (iii) that the proposed assignee conducts its operations in a safe and environmentally conscientious manner; (iv) that the proposed assignee conducts its operations in accordance with sound Solid Waste management practices in full compliance with all federal, State and local laws regulating the Transfer and Disposal of Solid Waste and all Environmental Laws; (v) of any other information required by City to ensure the proposed assignee can fulfill the terms of this Agreement in a timely, safe and effective manner; and,

    Waste Connections has stated in its Assignment request to the City that it is complying with all of terms of this Section and the R3 review concurs based on our review.

5. Any permitted assignee must assume Contractor's responsibilities under this Agreement.

    As described in the report, this share purchase will maintain MSI with day-to-day responsibility for compliance with the current Agreement and Waste Connections as new parent shall be required to ensure compliance with all franchise agreement terms.

6. Should City consent to the assignment, Contractor shall make an assignment payment to the City in the amount of 2% of the annual Gross Receipts for the services provided under this Agreement for the most recently completed calendar year.

    Waste Connections has represented to the City that this payment will be made to the City upon approval of the Assignment by the City.

Waste Connections has stated, and it is described in the Draft Purchase Agreement, that as a purchase of ownership shares, rather than a typical asset purchase, MSI management will essentially remain in place to comply with the current franchise agreement requirements as is currently the case, however, MSI management will now report to Bret Faulkner – District Manager. Bret Faulkner has been District Manager overseeing the Green Team of San Jose, Santa Clara County and West Valley Cities hauling operations beginning in 2014. An organizational chart is included as **Attachment 1**.

Waste Connections' Qualifications for Assignment

Section 2 of this Report provides R3's review of Waste Connections' audited financial statements and many other financial documents including current cash flow and access to capital. R3 requested a Good Standing letter from Bank of America (**Attachment 2**) which is Waste Connections' primary creditor. This is followed by Section 3, which provides R3's assessment of Waste Connections' fitness to perform the activities covered under the Agreements. Specifically, we have reviewed Waste Connections' qualifications to perform services currently provided by MSI, the services provided under other current Agreements with other jurisdictions, and responses to questions submitted by R3 demonstrating ability to meet terms and conditions of the agreements.

The general qualification areas reviewed by R3 are as follows:
- 》 Financial Ability;
- 》 Collection and Street Sweeping Operations;
- 》 Staffing;
- 》 California Qualifications;
- 》 Safety and Employee Engagement;
- 》 Customer Service;
- 》 Community Engagement; and
- 》 References.

Overall, from an operational and financial perspective, R3 finds that Waste Connections is qualified to perform services required by the Franchise Agreement. Specifically, we find that Waste Connections/MSI:
- 》 Understands and is committed to complying with all terms and conditions in the Agreement;
- 》 Has more than 10 years of street sweeping, solid waste, recycling and composting collections experience;
- 》 Operates in compliance with all applicable laws and regulations;
- 》 Has an established employee onboarding, training, diversity, and safety program that includes tracking, analyzing, and reporting workers' compensation, and automobile/general liability safety metrics;
- 》 Operates its local landfill in accordance with State Minimum Standards;
- 》 Will manage the current fleet and replace vehicles if necessary for the term of the Agreement;
- 》 Demonstrates a renewed commitment to recycling, environmental, sustainability and community engagement to provide focused resources that address the needs of the City as described in their 2020 Sustainability Report (**Attachment 3)**;
- 》 Reporting will continue to be provided in a timely manner as described in the Agreement;
- 》 Provides enterprise-class tools and adequate processes, staffing, training including Diversity and upgraded software to deliver effective customer service;
- 》 Was recommended by all jurisdictions contacted during reference checks;

》 Is financially capable of performing its duties if assigned the Agreement under consideration. Waste Connections' financial health is within expectations for solid waste companies of its size, which allows it to access considerable lines of credit which may be used in performing services under the Agreement;

》 Through Bank of America, Waste Connections has access to over $1 Billion of available liquidity for direct borrowing, subject to certain conditions. Waste Connections is in good standing with Bank of America and is following all covenants related to its credit;

》 The acquisition of MSI represents an approximate .5% growth in size for Waste Connections, which will be a company with over $5,445 Billion in annual revenue post-assignment; and

》 For shareholders, 2020 was Waste Connections' 17th consecutive year of positive total shareholder returns, with double-digit percentage returns, and the tenth consecutive year of double-digit percentage increases in its cash dividend. Its comparative performance over the five-year period ending December 31, 2020, continued to outperform sector and market indices.

Management Style and Approach

As described in its public reporting, Waste Connections manages its operations on a decentralized basis. This places decision-making authority closer to the customer, enabling it to identify and address customers' needs quickly in a cost-effective manner. The Company believes that decentralization provides a low-overhead, highly efficient operational structure that allows it to expand into geographically contiguous markets and operate in relatively small communities that larger competitors may not find attractive. They believe that this structure gives it a strategic competitive advantage, given the relatively rural nature of many of the markets in which it operates, and makes it an attractive buyer to many potential acquisition candidates.

Each operating location has a district or site manager who has a high degree of decision-making authority for his or her operations and is responsible for maintaining service quality, promoting safety, implementing marketing programs, and overseeing day-to-day operations, including contract administration. Local managers also help identify acquisition candidates and are responsible for integrating acquired businesses into its operations and obtaining the permits and other governmental approvals required for it to operate.

As of December 31, 2020, their employee population consisted of 18,933 active employees, 9,788 of whom are commercial truck drivers and 1,610 of whom are mechanics. There were 15,978 employees located in the United States and 2,955 employees located in Canada. 39% of the employees were ethnic minorities, 16% were women, and 8% were from the armed services.

The Company believes that acquisitions are an integral strategy for its growth. The Company has closed 14 acquisitions so far this year to date, worth approximately $115 million in annualized revenue. During the year ended December 31, 2020, it completed 21 acquisitions having a net value of $481.6 million. During the year ended December 31, 2019, it completed 21 acquisitions having a net value of $837.7 million. During the year ended December 31, 2018, it completed 20 acquisitions having a net value of $1.032 Billion.

Potential Rate Impacts of Assignment

As part of the Assignment review, Waste Connections has agreed to absorb the 0.57% rate increase that was due MSI for rate year 5. Additionally, they have agreed to absorb the cost of several additional service enhancements until a detailed review in three years when the actual costs will be known and included going forward. Waste Connections has also agreed to increase the assignment payment by $150,000.

2. FINANCIAL ABILITY

To evaluate Waste Connections' financial ability to perform services covered under the Agreement, R3 reviewed the following:

》 Waste Connections' audited financial statements for 2018 through 3rd Qtr. 2021;

》 SEC 10-K filings for 2019 through 3rd Qtr. 2021;

》 Cash flow and debt reports;

》 Balance Sheet;

》 MSI audited financial statements for 2018 through 2020; and

》 Good Standing Letter from Bank of America.

Key Findings

》 Waste Connections is financially capable of ensuring the performance of all aspects of the Franchise Agreement if assigned the Agreement under consideration. Waste Connections' financial health is within expectations for solid waste companies of its size, which allows it access to sufficient lines of credit which may be used to secure capital necessary for providing services under the Agreements;

》 Per Bank of America as both Global and US lending Agent, Waste Connections has access to over $1 Billion of available liquidity for direct borrowing, subject to certain conditions. Waste Connections is in good standing with Bank of America and is following all covenants related to its credit; and,

》 The acquisition of MSI's assets, Agreement revenues, and operational obligations represents an approximate .5% growth in size for Waste Connections, which will be a company with over $5,445 Billion in annual revenue post-assignment.

Financial Health

Our review of Waste Connections' financial statements indicates that Waste Connections is a profitable company (10.1% profit), with sufficient levels of revenue to cover its expenses. Waste Connections' average debt-to-equity ratio (73%) is appropriate for capital intensive industries such as solid waste collection. The MSI share purchase represents 0.07 percent of Waste Connections' overall market capitalization of $35.42 Billion, meaning that additional income, expenses and debt relating to the asset purchase will be a minor impact to Waste Connections' overall financial health. In terms of annual income, the Company's annual revenue is approximately $5.4 Billion with adjusted net income of $700 million as shown below:

<table>
<tr><th colspan="3">Waste Connections Summary Income Statement (000's)</th></tr>
<tr><th></th><th>2019</th><th>2020</th></tr>
<tr><td>Revenue</td><td>5,388,679</td><td>5,445,990</td></tr>
<tr><td>Adjusted EBITDA*</td><td>1,673,554</td><td>1,661,984</td></tr>
<tr><td>Net income attributable to Waste Connections</td><td>566,841</td><td>204,677</td></tr>
<tr><td>Adjusted net income attributable to Waste Connections*</td><td>719,561</td><td>695,786</td></tr>
<tr><td colspan="3">*Non-GAAP measure. See Non-GAAP Measures on pages 75-77 of Annual Report on Form 10-K for the year ended December 31, 2020.</td></tr>
</table>

For the year ended December 31, 2020, revenue was $5.446 Billion, as compared to $5.389 Billion in the prior year. R3 has also evaluated common financial ratios that lending institutions use to determine financial health and fitness for lending. These ratios are guidelines that financial institutions refer to when making determinations regarding lendability.

The Company has a Current Ratio of 1.0 and a Quick Ratio of 0.9. The current ratio is a liquidity ratio that measures a company's ability to pay short-term obligations or those due within one year. It tells investors and analysts how a company can maximize the current assets on its balance sheet to satisfy its current debt and other payables. A ratio under 1.00 indicates that the Company's debts due in a year or less are greater than its assets—cash or other short-term assets expected to be converted to cash within a year or less.

The quick ratio measures the dollar amount of liquid assets available against the dollar amount of current liabilities of a company. A result of 1 is the normal quick ratio. It indicates that the Company is fully equipped with exactly enough assets to be instantly liquidated to pay off its current liabilities. A company that has a quick ratio of less than 1 may not be able to fully pay off its current liabilities in the short term, while a company having a quick ratio higher than 1 can instantly get rid of its current liabilities. Although slightly less than 1, the Quick Ratio is more conservative, and the number is still quite strong.

R3 has found that these ratios indicate that Waste Connections' liquidity is appropriate for the purposes of assignment consideration.

Debt

As shown below in the Company's financial reports, Waste Connections has access to over $1.2 Billion in liquid capital to perform its contractual obligations, including the replacement of vehicles and containers, if necessary, before the end of the Agreement, although not currently under consideration. It is also our understanding that Waste Connections anticipates paying off the outstanding loans shown below this calendar year.

Available Credit		
	9/30 2021	*12/31 2020*
Revolver under Credit Agreement Available	*$ 1,100,391*	*$ 1,238,937*
Letters of credit outstanding	*$ 114,685*	*$ 119,636*
Total amount drawn, as follows:		
Amount drawn - U.S. LIBOR rate loan	*$ 634,924*	*$ 203,927*
Interest rate applicable - U.S. LIBOR rate loan	*$ 631,000*	*$ 200,000*
Amount drawn – Canadian bankers' acceptance	*1.09%*	*1.35%*
Interest rate applicable – Canadian bankers' acceptance	*$ 3,924*	*$ 3,927*
Commitment – rate applicable	*1.43%*	*1.66 %*
Term loan under Credit Agreement	*0.09%*	*0.15 %*
Amount drawn – U.S. based LIBOR loan	*$ 650,000*	*$ 650,000*
Interest rate applicable – U.S. based LIBOR loan	*1.09%*	*1.35%*

Overall, because of Waste Connections' size, the Company brings to the City much more financial stability, access to capital and depth. Nothing we have seen or has been reported shows any change in the Company's financial health in the future.

3. OPERATIONAL QUALIFICATIONS

Waste Connections/MSI will still be required to operate in full compliance with the terms and conditions of the Agreement. R3 reviewed the terms and conditions of the Franchise Agreement, as well as financial statements and Annual Plans provided by Waste Connections, to determine Waste Connections' qualifications and abilities to fulfill those terms and conditions. In the Greater Bay Area, Waste Connections has two operating locations. Green Team of San Jose, which has single family and multifamily franchise agreements with the City of San Jose. Also, Potrero Hills Landfill which is in Solano County and accepts waste for disposal and processing from a multi-county area in Northern California.

The Company's national operations primarily consist of providing non-hazardous waste collection, transfer, disposal and recycling services, exploration & production (E&P) services, and intermodal services. This size and breadth of experience shows that Waste Connections has the capability to provide all the services required under the Franchise Agreement.

The following tables disaggregates the Company's revenues by service line for the periods indicated and the following shows the number of facilities by line of business:

Revenues by Service Area (000's)

Years Ended 12/31	/2018	/2019	/2020
Commercial	$1,452,831	$1,610,313	$1,593,217
Residential	1,189,148	1,528,217	1,380,763
Roll off	841,173	768,687	833,148
Total Collection	3,410,666	3,971,678	3,815,153
Landfill	1,132,935	1,063,243	1,146,732
Transfer	670,129	777,754	771,316
Recycling	64,245	86,389	92,634
E&P	271,887	256,262	159,438
Intermodal and other	118,396	121,137	139,896
Intercompany	(709,889)	(814,397)	(787,994)
TOTAL	**$5,388,679**	**$4,922,941**	**$5,445,990**

Facilities by Service Area

Hauling Operations	311
Landfills	92
Transfer Stations	185
Intermodal Facilities	6
Recycling Facilities	68
E&P Liquid Waste Injection Wells	23
E&P Waste Treatment and Oil Recovery	19
TOTAL	**704**

Collection and Street Sweeping Operations

Collection and street sweeping operations are the primary operational requirements under the Agreement, and Waste Connections needs to demonstrate adequacy in providing these services to be deemed fit for assignment. To evaluate Waste Connections' qualifications and fitness to perform collections and street sweeping services, R3 reviewed:

〉 MSI Annual Reports to determine nothing in there was beyond the scope of Waste Connections;

〉 List of California operations and assets;

〉 Waste Connections Sustainability Report; and

〉 Waste Connections Northern California Organization Chart (**Attachment 1**);

Based on their national and statewide size and experience in all aspects of solid waste management, their depth, training, California Operations, and safety program make them qualified operationally to perform the services required by the franchise agreement.

Staffing

According to Waste Connections, the current General Manager of Milpitas Sanitation, Inc., Mr. Sal San Filippo, will continue to manage the day-to-day operations of Milpitas Sanitation, Inc. Mr. San Filippo will report to Mr. Bret Faulkner, the District Manager for Waste Connections of California, Inc. d/b/a GreenTeam of San Jose. Mr. Faulkner, in turn, reports to Mr. Paul Nelson, the Division Vice President for Waste Connections of California, Inc. Mr. Nelson, in turn, reports to Mr. Dan Schooler, the Regional Vice President for the Western Region of Waste Connections, Inc.

Descriptions of Key Waste Connections staff are as follows:

Dan Faulkner – District Manager. Prior to the Green Team, Mr. Faulkner was District Manager of San Luis Obispo beginning in 2010. He has more than 15 years of experience in the solid waste industry and over 35 years of experience in the transportation industry. He holds a degree in finance from the University of Wisconsin-Milwaukee.

Paul Nelson – Division Vice President. Paul Nelson has been Division Vice President overseeing the Bay Area Division since 2006. Prior to that, Mr. Nelson was District Manager of Green Team of San Jose beginning in 2002. Mr. Nelson has more than 32 years of experience in the solid waste industry and holds a B.S. degree in Business Administration from the University of California, Berkeley.

Dan Schooler – Regional Vice President. Dan Schooler has been the Western Region Vice President for Waste Connections since February 2018, with oversite for eighty-six companies within eight states including Alaska, Washington, Oregon, California, Nevada, Idaho, Montana, and Western Wyoming. From November 2008 to that date, Mr. Schooler served as Division Vice President with responsibility for multiple companies in Washington State from 2008 to 2011, multiple companies in the State of New York from 2011 to 2013 and multiple companies again in Washington State from 2013 to 2018. From June 2001 to November 2008, Mr. Schooler managed a large hauling, transfer and recycling operation in Vancouver, Washington. Mr. Schooler joined Waste Connections in September 1999 as a controller managing the finances of several companies in Oregon and Washington, with a focus on day-to-day operations and mergers and acquisitions. Prior to joining Waste Connections, Mr. Schooler held various operations and controller positions and has over 32 years of experience in the solid waste industry. He holds a B.S degree in Accounting from Valparaiso University.

California Qualifications

Waste Connections, Inc. and its subsidiaries have been providing municipal solid waste and recycling collection, disposal, and processing services in the United States since 1997 and in California since 1998. Waste Connections, through various operating subsidiaries, currently provides solid waste and recycling collection services in the following municipalities in California, all of which are required to comply with AB 939 and SB 1386.

Because of this, the City has much more access to statewide expertise and programs being implemented by the Company elsewhere to gain more expertise that can be used locally. The Company is also in the process of acquiring Garden City Sanitation which services parts of San Jose.

California Municipality Served	Waste Connections Subsidiary
Avila Beach Community Services District	South County Sanitary Service, Inc.
Bishop, City of	Preferred Septic & Disposal, Inc.
Cambria Community Services District	Mission Country Disposal
Cameron Park Community Service District	WC of California, Inc. d/b/a El Dorado Disposal Service
Campbell, City of	West Valley Collection & Recycling, LLC
Clearlake, City of	Clearlake Waste Solutions, Inc.
El Dorado County	WC of California, Inc. d/b/a El Dorado Disposal Service
El Dorado Hills Community Service District	WC of California, Inc. d/b/a El Dorado Disposal Service
Grover Beach, City of	South County Sanitary Service, Inc.
Inyo County	Madera Disposal Systems, Inc. d/b/a Bishop Waste Disposal
Inyo County	Preferred Septic & Disposal, Inc.
Lake County	Lake County Waste Solutions, Inc.
Lassen County	C&S Waste Solutions of Lassen County, LLC
Los Gatos, Town of	West Valley Collection & Recycling, LLC
Los Osos Community Services District	South County Sanitary Service, Inc.
Mammoth Lakes, Town of	Mammoth Disposal Company
Mono County	Mammoth Disposal Company
Monte Sereno, City of	West Valley Collection & Recycling, LLC
Morro Bay, City of	Morro Bay Garbage Service
Nipomo Community Services District	South County Sanitary Service, Inc.
Oceano Community Services District	South County Sanitary Service, Inc.
Placerville, City of	WC of California, Inc. d/b/a El Dorado Disposal Service
Red Bluff, City of	WC of California, Inc. d/b/a Green Waste of Tehama
San Jose, City of	WC of California, Inc. d/b/a GreenTeam of San Jose
San Luis Obispo, City of	San Luis Garbage Company
San Luis Obispo, County of	South County Sanitary Service, Inc.
Saratoga, City of	West Valley Collection & Recycling, LLC
Tehama County	WC of California, Inc. d/b/a Green Waste of Tehama
Ukiah, City of – Hauling	Ukiah Waste Solutions, Inc.
Ukiah, City of – Transfer	Solid Waste Systems, Inc.

Safety and Employee Engagement

Safety is critical to an effective solid waste management operation. It impacts cost, customer service, employee morale, and other factors. Our experience has been that a company that has an effective focus on safety tends to pay attention to the other aspects of its operation.

As reported by the Company, in 2020, their behavior-based approach to safety resulted in a reduction in the incident rate by approximately 12%, with over 60% of its operating locations posting zero safety-related incidents or reduced incident frequency over the prior year. To reinforce safe driving skills and safe work practices throughout Waste Connections, they require both initial training for all new driver employees and reinforcement training each year.

Areas of focus in training include: "Target 4" defensive driving, Smith System driving fundamentals, Injury & Illness prevention, and Safe Work Practices training. They further emphasize the importance of safety through regular tailgate safety meetings and rollout safety instructions for its drivers, and through the utilization of electronic safety communication boards, safety alerts, and other communications to heighten awareness and maintain focus every day on the importance of safety. While they attribute the successful safety record to the culture and behavior-based approach, they recognize that advances in fleet design and technology can be important tools in identifying risky behaviors and providing coaching opportunities to further their efforts to achieve the long-term aspirational target of a 25% reduction in incident rates as described in the 2020 Sustainability Report (**Attachment 3**). (www.wasteconnections.com/sustainability).

To that end, in 2020, they initiated a two-year, $10 million fleet-wide upgrade of its on-board event recording technology and introduced Freightliner EconicSD trucks with an overhauled cab design that incorporates many of the safety features already included in passenger vehicles, as well as an integrated collision mitigation system, enhanced visibility, and several ergonomic improvements.

Waste Connections expanded their training programs to increase employee knowledge and awareness toward increasingly important subjects such as Diversity and Inclusion and Cybersecurity. In 2020, they deployed a new Learning Management System ("LMS") to expand their reach to additional employees and provide mobile and tablet-based trainings. The efforts were timely given the need to limit in-class participation during the COVID-19 pandemic and this significantly increased both course count and employees that participated in training courses. A copy of their Health & Safety Policy Statement is included as **Attachment 4**.

Waste Connections has established safety programs that includes tracking, analyzing, and reporting workers' compensation, and automobile/general liability safety metrics. An electronic record is maintained of the dates, topics, locations, and participants of all Waste Connections training events. An overview of their Preventative Maintenance Program is included as **Attachment 5.**

Self-Insurance

Waste Connections is self-insured for its workers' compensation risk that covers workers injured on the job. Claims above $1 million are fully insured to limit the exposure and risk. Because it is self-insured, Waste Connections does not have an experience modification factor generated by external rating agencies or its excess workers' compensation carrier. As described in its Annual Report, because of its insurance policies, the Company is effectively self-insured for automobile liability, general liability, employer's liability, environmental liability, cyber liability, employment practices liability, and directors' and officers' liability as well as for employee group health insurance, property and workers' compensation.

The Company's insurance accruals are based on claims filed and estimates of claims incurred but not reported and are developed by the Company's management with assistance from its third-party actuary and its third-party claims administrator. The insurance accruals are influenced by the Company's past claims experience factors and by published industry development factors.

Employee Recruiting

In the current environment where finding qualified employees is so difficult, it is important that the Company maintain a comprehensive program. In 2020, Waste Connections hired 4,417 employees through its network of internal recruiters operating on a regional basis out of 10 locations. The internal recruiting team partners with hiring managers to continuously improve efforts with respect to marketing, screening, interviewing, onboarding, and employee retention. In addition to recruiting locally in the communities they serve, Waste Connections uses job fairs, open house events, employee referral programs, social media channels, local radio and television advertising, and school to work partnerships. The job opportunities are hosted on www.careers.wasteconnections.com, posted on www.indeed.com, as well as state and provincial job boards to expand diversity-oriented and military-focused recruiting.

Violations

Using the CalRecycle website, the inspections for their Potrero Hills landfill (the Company's only northern California Facility) were reviewed. While there were periodic minor violations, no enforcement actions have been taken in the last 15 years.

Customer Service

Delivering a positive customer experience is an important goal for solid waste management companies providing services. Customer satisfaction is impacted not just by the quality of the performance of services but also by every touchpoint for the customer, covering a variety of topics over a variety of communication channels. Handling customer interactions effectively and consistently requires adequate technology, staffing, training, processes, and management.

A copy of the Table of Contents for a subsidiary customer service training manual is included as **Attachment 7** to give the reader a sense of the training programs comprehensiveness.

Community Engagement

Waste Connections provides opportunities for their employees to get involved in their communities and to also give back through charitable donations or sponsoring community events. For example:

Giving Locally – Waste Connections and its employees support more than a thousand organizations through direct contributions, volunteering and/or fundraising at a local level. Each year, they donate millions of dollars to various charities, including an increasing number of organizations identified by frontline employees that focus on racial inequities at a local or national level, and that support women and children at risk in disadvantaged communities.

Company-wide Culture of Giving – In 2019, they achieved a 20-year Christmas Promise goal one year ahead of schedule, as employees across the Company assembled and donated over 10,000 bicycles to children, bringing the total donated since inception to approximately 65,000 bicycles. In addition, despite canceling the 2020 Annual Waste Connections Golf Classic for Kids due to COVID-19-related safety concerns, they were able to hold virtual auctions and in aggregate raise over $1 million for charities that support at-risk youth and their families.

Sustainability and Giving – Waste Connections aligns its major financial contributions with its goal to further advance environmental sustainability. For example, the first major grant helped establish the Global Waste Research Institute (GWRI), developed in conjunction with California Polytechnic State University, San Luis Obispo.

As described in its 2020 Annual Report, Waste Connections views its Environmental, Social and Governance ("ESG") efforts as integral to its business, with initiatives consistent with its objective of long-term value creation. In 2020, the Company introduced long-term, aspirational ESG targets and committed over $500 million for investments to meet or exceed such sustainability targets. These investments primarily focus on reducing emissions, increasing resource recovery of both recyclable commodities and clean energy fuels, reducing reliance on off-site disposal for landfill leachate, further improving safety through reduced incidents and enhancing employee engagement through improved voluntary turnover and Servant Leadership scores. For more information, visit the Waste Connections website at www.wasteconnections.com/sustainability.

As described in their 2020 Sustainability Report, Waste Connections believes that sustainability initiatives align with and support the efforts of their customers and the communities they serve. The Company works with customers to increase resource recovery and facilitate their pursuit of *zero waste* goals. Whether providing services like composting of yard waste and food waste or supporting the introduction of new technologies, such as anaerobic digesters, they partner with communities and industrial customers to advance the objective to reduce the reliance on landfills, decrease waste disposal costs and reduce emissions. Their reporting and analytics tool, Recycle 360°, enables customers to develop waste management plans and track ongoing performance against waste education and recycling targets.

References

To determine the satisfaction level of jurisdictions served as well as the services performed under the various Agreements held by Waste Connections, R3 staff contacted other jurisdictions serviced by their subsidiaries. R3 has found that the cities and agencies Waste Connections serves are generally satisfied with Waste Connections' services. 4 of the 4 jurisdictions that answered the question, "Would you recommend Waste Connections?" said "yes". Other jurisdictions have been contacted but responses have not yet been received.

R3 contacted 11 jurisdictions, many of which had been provided by Waste Connections and others which were identified by R3. The tables on the next pages show the meaning of scores assigned to responses from reference jurisdictions, the average scores and other responses to the survey questions and displays the services provided under the agreements between Waste Connections and the various agencies surveyed.

Ratings

KEY	
5	Very Satisfied/Very Confident
4	Somewhat Satisfied/Somewhat Confident
3	Ambivalent
2	Somewhat Dissatisfied/Somewhat Unconfident
1	Very Dissatisfied/Very Unconfident

Summary of Reference Scoring

	Question	Rating / Answer
1.	How would you rate your satisfaction with Waste Connections' overall collection service?	4.25
2.	How satisfied are you with Waste Connections' recycling diversion programs?	4.25
3.	How satisfied are you with Waste Connections' organic waste diversion programs?	4.25
4.	How satisfied are you with Waste Connections' collection vehicles and containers used (cleanliness, appearance, etc.)?	4.13
5.	How would you rate your confidence in the validity of information received from Waste Connections?	4
6.	How satisfied are you with the quality and amount of the Waste Connections' education and outreach programs?	4.17
7.	How satisfied are you with Waste Connections' customer service (responsiveness, complaints received, resolution of complaints)?	4.5
8.	Have you ever had to assess liquidated damages?	2 out of 4 said "no"
9.	Has Waste Connections ever asked for non-scheduled and unexpected rate increases?	2 out of 4 said "no"
10.	Would you recommend Waste Connections?	4 out of 4 said "yes"

Services Provided

SERVICE	JURISDICTION			
	San Jose	Mammoth Lakes	Los Gatos	Tehama County
Split-body Collection Vehicles	No	No	Yes	No
Garbage, Recycling, and Green Waste	Yes	Yes	Yes	Yes
Residential Food Scraps	Yes	No	Yes	No
Commercial Food Scraps	Yes	Yes	Yes	No
Curbside Battery Collection	No	No	Yes	Yes
Curbside Motor Oil/Filter Collection	Yes	No	Yes	Yes
Special Event Collection Services	Yes	Yes	Unknown	Yes
Portable Toilet Service for Special Events	No	Yes	Unknown	No
Bulky Waste at Curbside	Yes	No	Yes	Yes
Bulky Waste at Drop-off	Yes	Yes	Yes	Yes
Community Cleanup/Illegal Dumping	Yes	Yes	Yes	Yes
Street Sweeping	No	No	Unknown	Yes
Street Cans	Unknown	Unknown	Yes	Unknown

Some representatives of the jurisdictions surveyed provided the following comments:

》 "Waste Connections is an excellent, trustworthy partner, and we have a great working relationship."

》 "They're very responsive and have good communication. Green Team (now owned by Waste Connections) still feels like a small hauler."

》 "Having Mammoth Disposal connected to a large waste management company means they have good resources and industry knowledge."

》 "They are good at addressing collection problems quickly, whether it's their fault or not."

》 "In previous years, communication was the biggest problem and I had to work directly with their supervisors to fix issues, such as when complaints were resolved they did not respond to customers to let them know. We also had to work on phone line availability for customer service. They even developed an app for reporting problems but didn't communicate well to customers that it existed. There was a disconnect between staff, managers, and customer service, however these issues have significantly improved the past couple of years, and we haven't had customer complaints about these issues for a while."

》 "We just renegotiated the Franchise Agreement but needed no major changes. Waste Connections is enhancing the services already available and there is a new sustainability coordinator to improve outreach and education."

》 "I'm very happy with the improvements they have made in communications the last couple of years, even their response during COVID. For example, they automatically reduced services which everyone appreciated during the close downs as it reduced costs for customers. While there have been some transitions issues with going back to normal and we've had to continue to closely manage communications, they have overcome a lot of challenges."

》 "So far the transition with SB 1383 has been very positive, with support from our consultant. They have implemented a more robust and impressive outreach system with SB 1383 roll-out, including distribution of free compost bins to residents."

4. TRANSITION ACTIVITIES

Per Waste Connections – This Assignment should be invisible to customers within the City of Milpitas. This is purely a change of shareholder. Waste Connections is taking all existing employees currently providing service to the customers today. We are bound by all terms, conditions, and amendments to the Franchise Agreement with the City of Milpitas.

At approximately (3 to 4) months following the closing, Waste Connections will convert the existing customer billing and interface system to Waste Connections Route Manager® System. We will run this billing side by side with the existing system to ascertain data integrity. This should not affect any customer service or billing.

R3 will provide the City with additional assistance and deliverables related to the transition in the following areas:

》 Preparing Franchise Agreement amendments, as necessary;

》 Participating in meetings related to the assignment request and any new Waste Connections staff;

》 Overseeing transition activities, if necessary;

》 Conducting operational performance reviews if requested by City in the future;

》 Reviewing additional requests (i.e., rate changes, customer service, billing audits, etc.);

》 Assist with staff report for City Council;

》 Assist in drafting the City Council resolution accepting, denying, or deferring MSI's request for assignment; and

》 If assignment is to be approved, an amendment to the Franchise Agreement accepting assignment, and any other prerequisites to assignment of the Agreement as determined by the City (including provisions in the Agreement that refer to insurance provisions, as Waste Connections is self-insured).
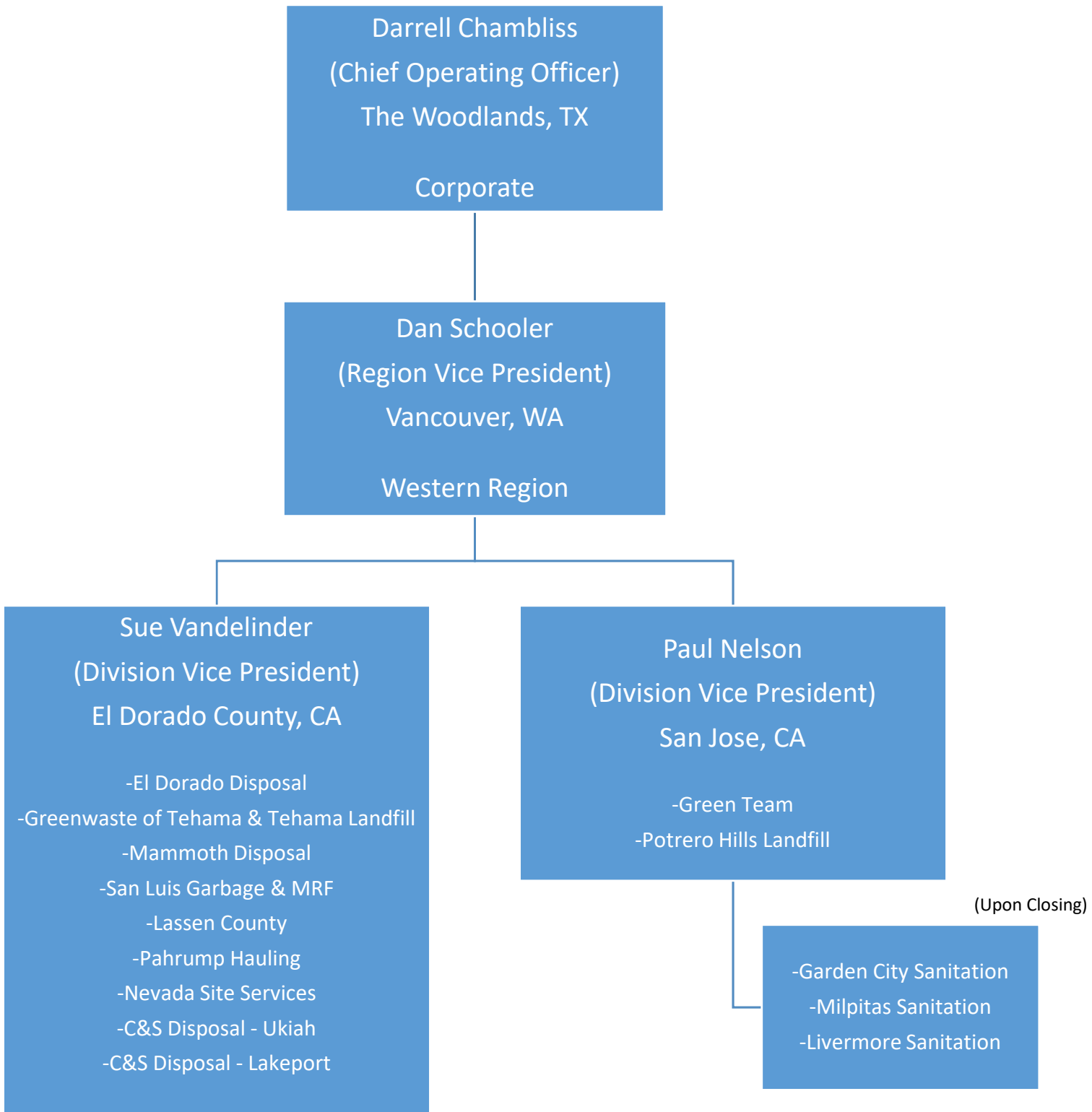
ATTACHMENTS

Table of Contents

Darrell Chambliss
(Chief Operating Officer)
The Woodlands, TX

Corporate

Dan Schooler
(Region Vice President)
Vancouver, WA

Western Region

Sue Vandelinder
(Division Vice President)
El Dorado County, CA

-El Dorado Disposal
-Greenwaste of Tehama & Tehama Landfill
-Mammoth Disposal
-San Luis Garbage & MRF
-Lassen County
-Pahrump Hauling
-Nevada Site Services
-C&S Disposal - Ukiah
-C&S Disposal - Lakeport

Paul Nelson
(Division Vice President)
San Jose, CA

-Green Team
-Potrero Hills Landfill

(Upon Closing)

-Garden City Sanitation
-Milpitas Sanitation
-Livermore Sanitation

BofA SECURITIES

Timothy Laurion
Managing Director

Environmental Services Corporate Banking
MA5-100-10-18 100 Federal Street
Boston, MA 02110
Timothy.Laurion@bofa.com

November 30, 2021

To: City of Milpitas, CA

Waste Connections has been a client of our bank in good standing for over 20 years. They currently maintain credit facilities of $2.5 billion, with approximately $1.1 billion currently unused and available for borrowing.

The relationship has been handled as agreed in all respects.

Sincerely;

Timothy M. Laurion
Managing Director
Environmental Services Corporate Banking

WASTE CONNECTIONS
Connect with the Future®

. . . .

2021 SUSTAINABILITY REPORT

. . . .

Waste Connections is an integrated solid waste services company that provides non-hazardous waste collection, transfer and disposal services, along with resource recovery primarily through recycling and renewable fuels generation. The Company serves more than eight million residential, commercial and industrial customers in mostly exclusive and secondary markets across 44 states in the U.S. and six provinces in Canada. Waste Connections also provides non-hazardous oilfield waste treatment, recovery and disposal services in several basins across the U.S., as well as intermodal services for the movement of cargo and solid waste containers in the Pacific Northwest. For more information, visit Waste Connections at www.wasteconnections.com.

IN THIS REPORT

OUR PURPOSE

Honoring our commitments provides our stakeholders peace of mind and establishes us as the premier waste services company in the markets we serve. This creates a safe and rewarding environment for our employees while protecting the health and welfare of the communities we serve, thereby increasing value for our shareholders.

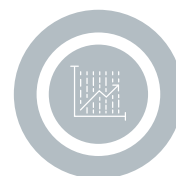## SUSTAINABILITY INITIATIVES THAT BENEFIT ALL STAKEHOLDERS

ENVIRONMENTAL

Committed to environmental protection, compliance and the advancement of new technologies.

SOCIAL

Investing in our people by enhancing safety, training and inclusion; supporting communities through charitable programs.

GOVERNANCE

Maintaining sound governance policies that align the interests of shareholders with the Board and Management.

1

LETTER FROM THE CHIEF EXECUTIVE OFFICER

The challenges of 2020 highlighted the critical roles of culture, values and leadership at all levels as we navigated the COVID-19 pandemic within the context of increased focus on environmental and social justice. We are proud of the accomplishments of our 19,000 employees as they met those challenges and drove continuous improvement not only in our business, but also towards our sustainability objectives.

We view efforts to minimize our impact on the environment and drive continuous improvement in employee safety, welfare, engagement and inclusion as integral to our business, driving long-term value creation for all of our stakeholders.

We are proud to report our progress towards achievement of the fifteen-year aspirational sustainability targets we introduced in 2020, as well as other initiatives we have undertaken to further our efforts to address climate change. We achieved an 8% absolute reduction in Scope 1 and Scope 2 emissions in 2020. We also increased our offsets generated from our services provided led by a 7% increase in landfill gas collected and converted to renewable energy and a 5% increase in recycling tons processed. These efforts further

improved our net negative carbon footprint, reflecting the benefits of both reducing emissions and increasing our offsets to such emissions. Put simply, through our services offered in 2020, we were able to avoid 18.2 million metric tons of CO2e, a figure that exceeded our emissions generated from operations by over 3.2 times. Going forward, we are well positioned to achieve our aspirational climate-related targets through a growing pipeline of projects under development, including renewable natural gas plants, leachate treatment plants and state-of-the-art greenfield recycling facilities.

In 2020, we also saw a reduction in employee turnover and safety-related incident rates, already below the industry average, plus a further increase in employee engagement. Recognizing

2

WE HAVE POSITIONED OURSELVES FOR CONTINUED PROGRESS TOWARDS ACHIEVEMENT OF OUR SUSTAINABILITY TARGETS WITH A GROWING PIPELINE OF PROJECTS UNDER DEVELOPMENT

the importance of putting employees first, our safety-focused, servant leadership-based culture guided our decision-making and facilitated our differentiated execution during the COVID-19 pandemic in 2020, and continues to do so. Our ongoing employee support since the onset of COVID-19 brings our investment to over $40 million, largely focused on the health and welfare of frontline employees and their families. While the pandemic and associated restrictions impacted our traditional approach to providing in-person leadership training and personal development opportunities, we overcame these challenges with an online Learning Management System with increased emphasis on frontline education, significantly expanding the percentage of employees receiving training.

We also introduced a minimum wage target of $15/hour in 2020, expanded our Employee Scholarship Program that supports the educational goals of our employees' children, and increased our commitments to local food banks and organizations with a focus on families at risk and racial inequities. Building on these efforts, we look forward to rolling out our "Waste Connections Cares Day" to provide employees paid time off for community service, celebration of cultural heritage, or personal time.

Employees can also donate this time to support coworkers in need through our Employee Relief Fund.

As a leading environmental services company, sustainability is not a new concept for us. In fact, many of the initiatives detailed in the following report highlight key areas that we have been pursuing since our inception in 1997, and are now a component of long-term incentive compensation.

As you consider our 2021 updates on sustainability, we hope that you will recognize the value of our track record for creating a culture of accountability, environmental stewardship, and safety, along with the inclusiveness of a servant leadership-driven organization.

We appreciate your interest in sustainability at Waste Connections and invite you to learn more at wasteconnections.com/sustainability.

Worthing F. Jackman
President and Chief Executive Officer

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SUMMARY PERFORMANCE STATISTICS[1]

	2018	2019	2020
Health and Safety			
Employee Hours	40,460,877	44,637,413	46,279,544
Reportable Incident Rate[2]	16.3	17.4	15.4
Total Recordable Injury Rate (TRIR)	2.8	2.9	2.9
Experience Modifier Rate	0.72	0.54	0.62
People			
Total Employees as of Year End	16,356	18,204	18,933
Voluntary Turnover	17.8%	17.8%	14.6%
% of Employees that are Women[3]	16.0%	16.0%	16.0%
% of Employees that are Ethnic Minorities[3]	41.0%	40.0%	38.0%
% of Employees from Armed Services[3]	9.0%	8.0%	8.0%
Training/Leadership Development			
# of Sessions	173	168	231
Employees in Virtual or in-Person Training Sessions	4,444	5,215	12,474
% of Total Employees	27.2%	28.6%	65.9%
Financial Statistics ($000s USD)			
Revenue	$ 4,922,941	$ 5,388,679	$ 5,445,990
Net Cash Provided by Operating Activities	$ 1,411,235	$ 1,540,547	$ 1,408,521
Facilities			
Hauling Operations	279	300	311
Landfills	93	97	92
Transfer Stations	162	175	185
Intermodal Facilities	6	6	6
Recycling Facilities	64	66	68
E&P Liquid Waste Injection Wells	22	23	23
E&P Waste Treatment and Oil Recovery Facilities	19	19	19
Total	**645**	**686**	**704**

	2018	2019	2020
Fleet			
Total Routed Collection Vehicles	7,221	8,089	8,912
Total Routed CNG Collection Vehicles	1,070	1,119	1,166
Routed CNG Trucks as % of Routed Trucks	14.8%	13.8%	13.1%
Landfill Tons (tons per year)			
Municipal Solid Waste	27,158,637	28,922,292	27,831,800
Special Waste	11,539,499	11,943,036	10,773,600
C&D	6,821,864	7,098,672	6,284,600
Total	**45,520,000**	**47,964,000**	**44,890,000**
Recycled Commodities (tons per year)			
Old Corrugated Cardboard	436,971	452,668	524,787
Old Newspaper	60,460	39,939	39,368
Mixed/Other Paper	232,863	395,511	316,445
Glass	117,277	108,034	108,629
Metal	137,361	64,459	84,247
Aluminum	5,268	5,726	5,922
Plastics	27,219	95,134	90,119
Commingled/Other	519,625	538,046	611,289
Total	**1,537,044**	**1,699,517**	**1,780,806**
Landfill Gas Recovery Systems			
# of Landfill Gas Recovery Systems	52	53	53
# of Power Generation Systems	23	25	28
Annual Standard Cubic Feet Collected for Energy (billions)[4]	26.2	26.6	28.5
LFG Sales as % of Revenue	1.4%	1.0%	1.1%

[1] All data provided here has been subject to internal review and is believed to be correct at the time of reporting. No third party assessment of the data was obtained.

[2] 12-month rolling incident rate, defined as the number of all reportable incidents per 200,000 employee hours worked, preventable and non-preventable.

[3] WCN began tracking diversity statistics on 12/31/2018; % of calculation excludes individuals that did not disclose; 2020 % of minorities decreased due to impact from more employees self-disclosing.

[4] Prior values have been updated to reflect detailed performance data.

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OUR OPERATING VALUES

Safety
We strive to assure complete safety of our employees, our customers and the public in all of our operations. Protection from accident or injury is paramount in all we do.

Integrity
We define integrity as "saying what you will do and then doing it." We keep our promises to our customers, our employees and our shareholders. Do the right thing, at the right time, for the right reason.

Customer Service
We provide our customers the best possible service in a courteous, effective manner, showing respect for those we are fortunate to serve.

To Be A Great Place To Work
We maintain a growth culture where our employees can maximize their potential personally and professionally. Our objective is to provide an environment where people enjoy what they do and take pride in their work. We wish to embody a work hard, play harder culture.

To Be The Premier Waste Services Company In The U.S. and Canada
We continue to provide superior returns, remain environmentally responsible, and grow in a disciplined way, deploying resources intelligently and benefiting communities we live in. We remain a "different breed".

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PROGRESS TOWARD OUR TARGETS:

Sustainability initiatives with clear objectives are not new to Waste Connections. In fact, they have been an integral part of our business model as a leading environmental services company.

As part of our commitment to provide increased transparency on our sustainability efforts, we introduced fifteen-year aspirational sustainability targets in 2020, along with a commitment of $500 million towards their achievement. Our targets reflect our sustainability priorities, and they are integral to and consistent with our strategy and focus on value creation for our shareholders.

Our 2020 results show progress towards all of our sustainability priorities, including an 8% reduction in Scope 1 and Scope 2 greenhouse gas emissions. We also increased our offsets generated from our services provided, led by a 7% increase in landfill gas collected and converted to renewable energy and a 5% increase in recycling tons processed. These efforts further improved our net negative carbon footprint, reflecting the benefits of both reducing emissions and increasing our offsets to such emissions. Put simply, through our services offered in 2020, we were able to avoid 18.2 million metric tons of CO_2e, a figure that exceeded our emissions generated from operations by over 3.2 times.

We also increased the throughput of on-site leachate processing by 13%, and improved our safety incident rate, voluntary turnover and employee engagement as measured by Servant Leadership scores. Our efforts positioned ourselves for continued progress towards achievement of our long-term objectives with a growing pipeline of projects under development, including high Btu Renewable Natural Gas (RNG) plants at our landfills, leachate treatment plants and state-of-the-art greenfield recycling facilities.
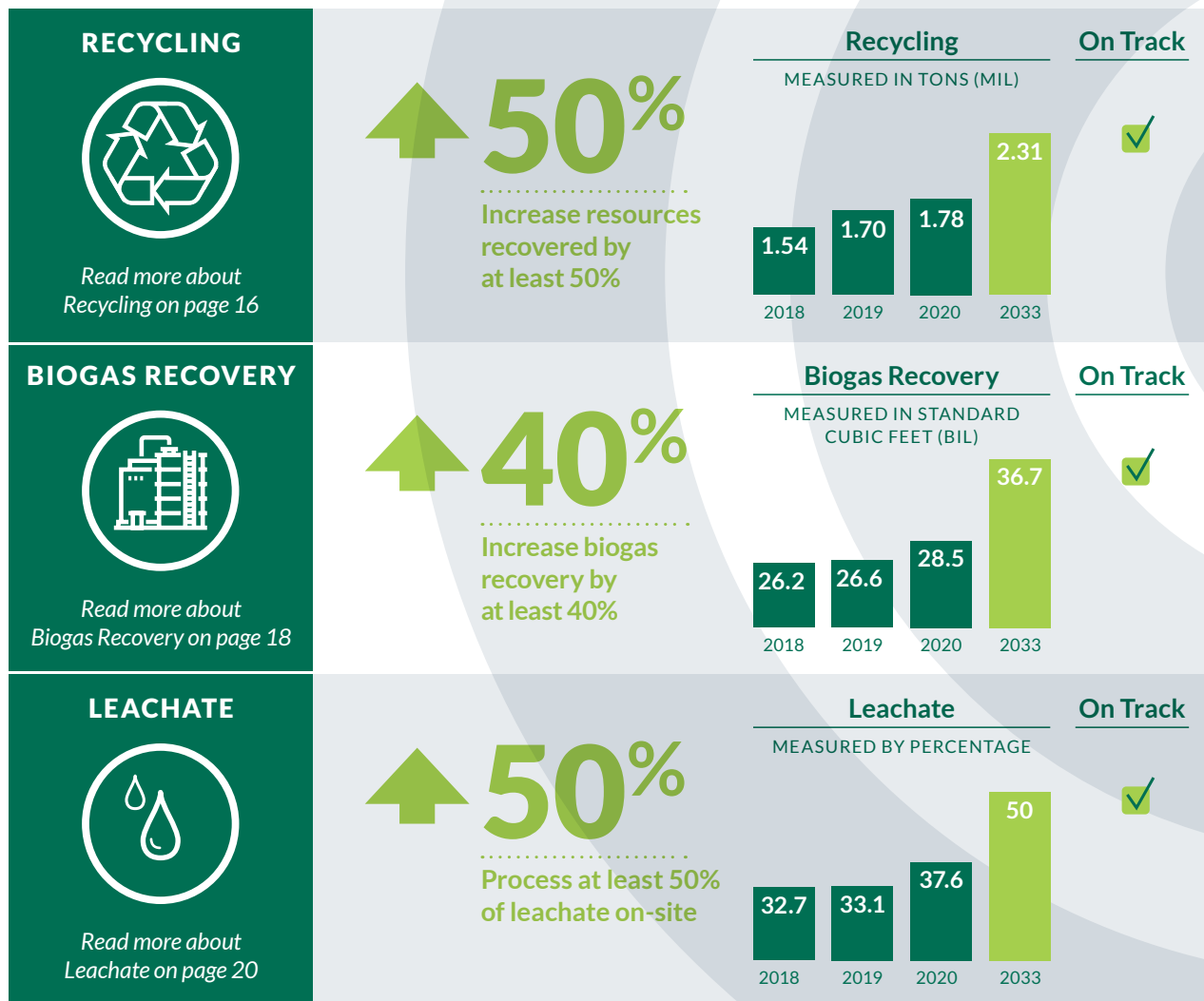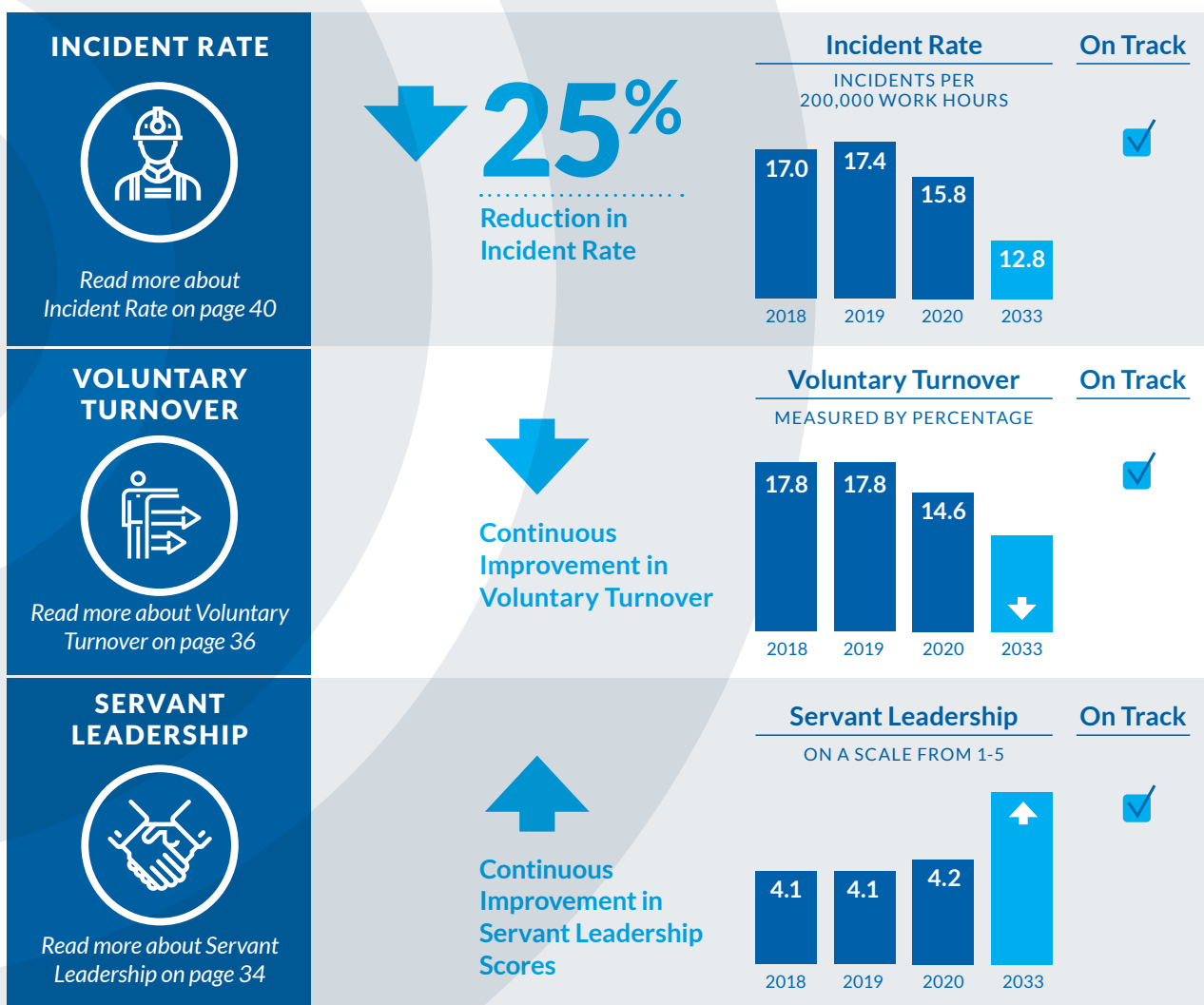
ENVIRONMENTAL

SOCIAL

GOVERNANCE

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OUR SUSTAINABILITY TARGETS:

The following metrics represent our fifteen-year, aspirational targets, with 2018 as the baseline year. We have been pursuing many of these initiatives since our inception in 1997, and are now incorporating them into long-term incentive compensation. We are pleased to report progress across all metrics in 2020, versus the prior year.

RECYCLING

Read more about Recycling on page 16

⬆ **50%**

Increase resources recovered by at least 50%

Recycling

MEASURED IN TONS (MIL)

On Track ✅

2018	2019	2020	2033
1.54	1.70	1.78	2.31

BIOGAS RECOVERY

Read more about Biogas Recovery on page 18

⬆ **40%**

Increase biogas recovery by at least 40%

Biogas Recovery

MEASURED IN STANDARD CUBIC FEET (BIL)

On Track ✅

2018	2019	2020	2033
26.2	26.6	28.5	36.7

LEACHATE

Read more about Leachate on page 20

⬆ **50%**

Process at least 50% of leachate on-site

Leachate

MEASURED BY PERCENTAGE

On Track ✅

2018	2019	2020	2033
32.7	33.1	37.6	50

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INCIDENT RATE

Read more about Incident Rate on page 40

⬇ 25%

Reduction in Incident Rate

Incident Rate

INCIDENTS PER 200,000 WORK HOURS

2018	2019	2020	2033
17.0	17.4	15.8	12.8

On Track ✓

VOLUNTARY TURNOVER

Read more about Voluntary Turnover on page 36

⬇

Continuous Improvement in Voluntary Turnover

Voluntary Turnover

MEASURED BY PERCENTAGE

2018	2019	2020	2033
17.8	17.8	14.6	⬇

On Track ✓

SERVANT LEADERSHIP

Read more about Servant Leadership on page 34

⬆

Continuous Improvement in Servant Leadership Scores

Servant Leadership

ON A SCALE FROM 1-5

2018	2019	2020	2033
4.1	4.1	4.2	⬆

On Track ✓

Incident Rate represents same store data from 2018 levels.

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Environmental Stewardship

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As an environmental services company, Waste Connections is committed to environmental stewardship and we consider it integral to managing and responsibly growing our business. In addition to our Environmental Policy that effectively serves as a guidepost for our standards, we emphasize training, accountability, employee engagement and oversight in order to achieve our environmental objectives. We recognize the importance of minimizing our impact on the environment and the communities we are privileged to serve. As such, our objectives emphasize environmental compliance, resource efficiency, incorporation of biodiversity into site-closure plans along with communication and collaborations with our stakeholders.

Organizationally, our Vice President–Engineering and Sustainability has responsibility for oversight of our Environmental Management System and management of many of our sustainability efforts. Progress towards achievement of our fifteen-year aspirational targets is incorporated into management compensation and reviewed by our Board of Directors.

With a net negative carbon footprint by a factor of over three times, and an 8% reduction in Scope 1 and Scope 2 emissions in 2020, our environmental targets are consistent with our efforts since our founding. We anticipate further improvements and are committed to expanding our resource recovery capacity through a number of investments, including enhanced optical sorting technology, robotics and new screening equipment at recycling facilities, and construction or acquisition of additional resource recovery facilities. We are also expanding landfill gas recovery and Renewable Natural Gas (RNG) production through enhanced gas collection systems and facilitating the development of additional beneficial use facilities. In addition to these post-collection initiatives, we continue to evaluate the potential for fully electric, zero emission collection trucks, in the future.

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OUR NET NEGATIVE CARBON FOOTPRINT

The activity of collecting our customers' solid waste as well as the biodegradation process for certain waste streams within a landfill generates carbon emissions. We recognize the impact that emissions have on climate change and therefore we employ multiple strategies to mitigate these emissions. The proof is in our results, with operational enhancements reducing Scope 1 and Scope 2 greenhouse gas emissions by 8% in 2020. Moreover, consistent with our Environmental Policy, we actively promote the efficient use of resources and in many instances beneficially reuse or divert materials from landfill disposal. For instance, in 2020, we were able to reclaim over four million gallons of petroleum from our E&P waste operations for beneficial reuse in other applications. In addition to processing recyclables at our MRFs, we also segregate additional materials at many landfills and in 2020, we beneficially reused over 170,000 tons of tires, concrete, asphalt and dimensional lumber, and diverted over 136,000 tons of additional material from landfills.

We also actively pursue projects to increase offsets to our emissions, including recycling and the beneficial use of landfill gas. In addition to carbon that is permanently sequestered in our landfills, our recycling services and beneficial reuse of landfill gas avoided 18.2 million metric tons of CO_2e in 2020. These offsets exceeded our emissions generated from operations by over 3.2 times, putting us in a net negative carbon footprint position.

Our largest potential source of emissions results from our landfill operations in which our customers' putrescible waste breaks down over time and produces landfill gas, which we actively work to recover and beneficially reuse. To that end, we install gas collection and control systems when operationally feasible, often in advance of regulatory requirements. In order to mitigate fugitive emissions, we deploy drones at several of our landfills to detect potential breaches, utilize temporary cover systems to encapsulate the gas for beneficial reuse and modernize and expand gas collection systems. Where feasible, we beneficially convert the gas to electricity or renewable natural gas (RNG) that can be injected into a gas transmission pipeline.

Given the aforementioned initiatives, we experienced an 8% reduction in Scope 1 and Scope 2 operational greenhouse gas emissions and further solidified our net negative carbon footprint.
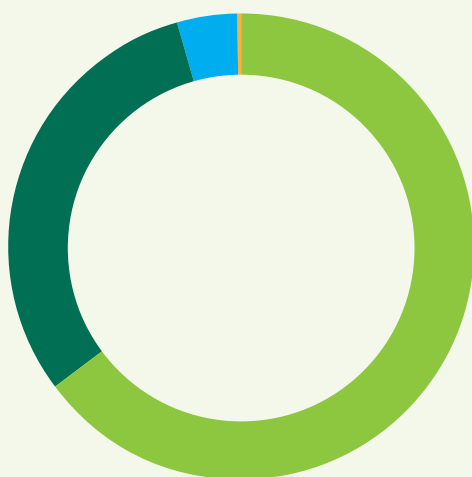

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OUR CARBON OFFSETS FROM SERVICES PROVIDED:

Achieving our Targets

We generate carbon offsets through the services that we provide, including recycling and biogas recovery. Therefore, our fifteen-year target to increase carbon offsets, excluding sequestration, by 50% is linked to achievement of our recycling and biogas recovery targets. Given our growing pipeline of these projects under development, we are well positioned to achieve our recycling, biogas recovery and carbon offset targets.

Offsets from Services Provided
MEASURED IN METRIC TONS (MIL)

Emissions from Operations
MEASURED IN METRIC TONS (MIL)
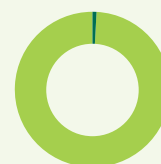
- Scope 1
- Scope 2

Total Emissions: 5.66

> 3.2 x

- Sequestration
- Recycling
- Landfill Gas
- Alt Fuel Vehicles

Total Offsets: 18.20

RESOURCE RECOVERY: RECYCLING

At Waste Connections, resource recovery is a key element of sustainability and includes recycling through our material recovery facilities (MRFs). An integral part of our service offerings, we recycle or divert over 50% of our collected waste volumes in many markets, in some cases over 70%, and we continue to expand these efforts.

In fact, in spite of numerous challenges to the recycling industry including volatility in commodity prices and recent headwinds stemming from COVID-19-related operating challenges, Waste Connections has added recycling processing capacity through the acquisition of state-of-the-art facilities and the enhancement of operating capabilities at our existing MRFs through technology additions.

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RECYCLING:

Achieving our Targets

The quality of recycled commodities is largely dependent on front-end source separation efforts, which can vary widely and impact MRF processing costs. Source separation education includes local training efforts, coupled with our WasteConnect app that helps customers confirm if a waste stream is recyclable.

At the plant level, we are investing in additional optical sorters and robotics to manage headcounts at MRFs, increase productivity and improve the quality and value of recycled commodities through reduced contamination rates. Beyond these enhancements at our existing facilities, we are positioned to achieve our targeted expansion of resource recovery by over 50% through increased recycling capacity. We have opportunistically acquired distressed recycling operations. We also plan to construct select greenfield recycling facilities within our footprint to complement or enhance our competitive

KEY 2020 ACCOMPLISHMENTS
In 2020, we expanded our use of robotics including the deployment of 25 robots to seven Material Recovery Facilities. We utilize robotics in various sorting capacities, which increases productivity, and the value of the end commodity through reduced contamination. In response to these additions, as well as select acquisitions, our recycling tons processed in 2020 increased by 5% versus the prior year. Going forward, we are actively pursuing the development of state-of-the-art greenfield recycling projects within our existing markets to more fully integrate our operations. These initiatives position us to achieve our long-term recycling target.

positioning. Moreover, we continue to acquire recycling processing capabilities in conjunction with acquisitions of integrated solid waste operations.

RECYCLING

⬆ **50%**
Increase resources recovered by at least 50%

Recycling
MEASURED IN TONS (MIL)

On Track ✓

Year	Tons (Mil)
2018	1.54
2019	1.70
2020	1.78
2033	2.31

17
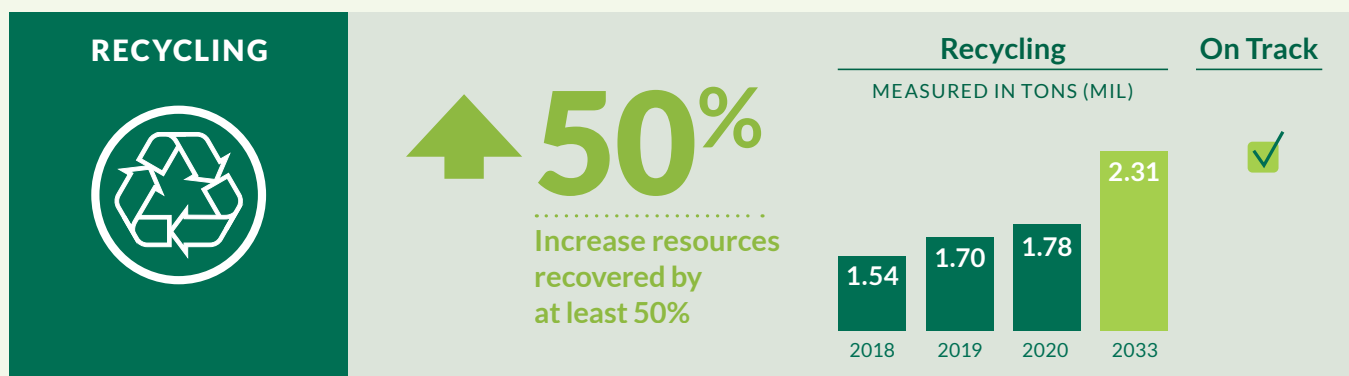
RESOURCE RECOVERY: LANDFILL GAS

Resource recovery also extends to our landfills, where we deploy gas recovery systems and provide renewable energy to many of the communities we serve. We have installed gas collection systems for the capture of landfill gas generated at over 50 of our solid waste landfills with most of our remaining sites accepting substances such as construction and demolition debris or contaminated soils that do not generate sufficient methane gas for recovery.

In many instances, our gas recovery systems exceed regulatory requirements, creating the opportunity to convert additional landfill gas to a renewable energy source and mitigate the environmental impact. From 28 of these gas recovery systems, including one of the largest such recovery plants in North America, we provide the landfill gas to generate electricity for local households, fuel local industrial facilities, and/or to create RNG that can power alternative fuel vehicles. These projects create salable environmental attributes such as carbon emission credits, Renewable Energy Credits (RECs) or Renewable Identification Numbers (RINs).

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LANDFILL GAS RECOVERY:

Achieving our Targets

The environmental benefits of utilizing landfill gas to generate electricity or produce pipeline-grade RNG is compelling, with the economic benefit dependent on several factors, including landfill size, age, gas generation rates, and infrastructure costs, as well as the value of the energy produced. At our 28 existing landfill gas recovery systems, we annually process approximately 28.5 billion Standard Cubic Feet (SCF) of gas for conversion to energy, or the equivalent needed to power roughly 289,000 homes.

KEY 2020 ACCOMPLISHMENTS

In 2020, we increased biogas recovery and conversion to energy by 1.9 billion standard cubic feet or approximately 7%. We are actively pursuing a number of additional opportunities for high Btu RNG systems at existing landfills and anticipate completion of another three to five facilities over the next three to five years. Given this outlook, we believe we have solid visibility on achieving our fifteen-year aspirational target to expand biogas recovery by at least 40% from 2018 levels.

BIOGAS RECOVERY

⬆ **40%**

Increase biogas recovery by at least 40%

Biogas Recovery

MEASURED IN STANDARD CUBIC FEET (BIL)

On Track ✓

2018	2019	2020	2033
26.2	26.6	28.5	36.7
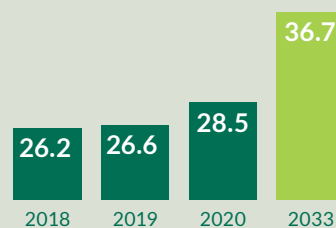
LEACHATE MANAGEMENT

When it rains or snows, water infiltrates the buried materials within uncovered sections of landfills and mixes with the liquids and soluble substances contained in municipal solid waste, resulting in leachate. Leachate is contained by an impervious liner system constructed at the bottom of the landfill and is collected through a network of perforated drains. Subsequently, leachate is collected and either sent to a third-party disposal facility, such as a municipal or industrial wastewater treatment plant, or treated on-site through wastewater treatment facilities or evaporation.

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LEACHATE MANAGEMENT:

Achieving our Targets

Through our current operations, we generate over 600 million gallons of leachate per year, over two-thirds of which has historically been disposed of off-site. Our fifteen-year aspirational target is to mitigate the environmental impact of transporting and disposing of leachate by enhancing our ability to dispose of leachate using our own facilities to over 50% of leachate generated. Reducing reliance on third parties allows us to more effectively manage the costs and mitigate the impacts associated with the transportation and off-site treatment and disposal of leachate.

In order to further increase our leachate self-sufficiency, we will expand utilization of evaporator technology at some landfills and pursue other landfill practices such as reducing working face size or installation of temporary cover to minimize infiltration of rain or snow. We also will install on-site wastewater plants where applicable.

KEY 2020 ACCOMPLISHMENTS
We expanded on-site leachate treatment by 13% in 2020, bringing our percentage processed on-site to 38%. We also recently began construction on additional leachate treatment facilities that we expect to come on line in 2022 and will further contribute towards achievement of our 50% target.

Always looking for a more cost effective and environ-mentally conscious way to treat and/or dispose of leachate and other waste, we are independently funding research into new leachate treatment methods with an annual commitment of $1 million over a five-year period.

LEACHATE

↑ **50%**

Process at least 50% of leachate on-site

Leachate

MEASURED BY PERCENTAGE

On Track

✓

32.7	33.1	37.6	50
2018	2019	2020	2033
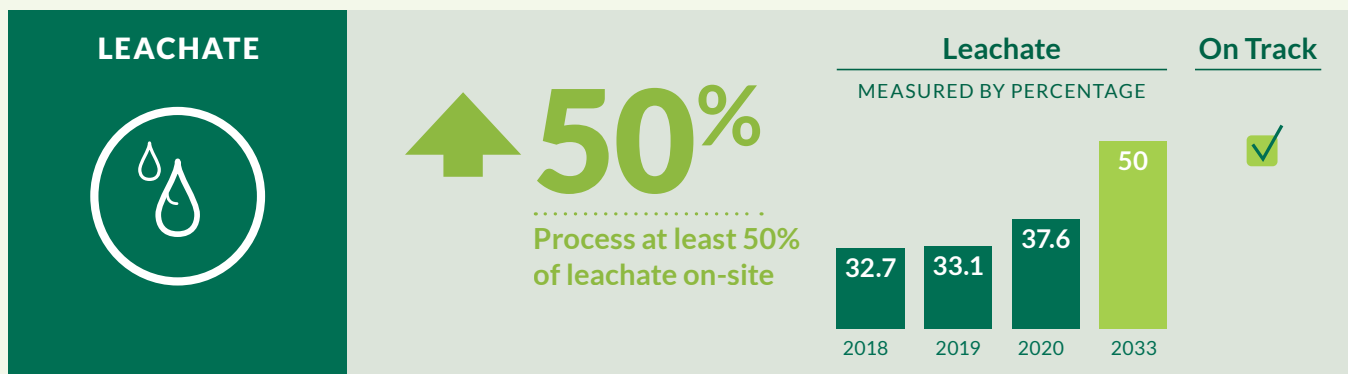
FLEET EMISSIONS AND EFFICIENCY

As a route-based business, a portion of our carbon footprint is linked to our fleet, and therefore we look to selectively utilize alternative fuel vehicles as part of our efforts to reduce fleet emissions. In addition to utilizing Compressed Natural Gas (CNG) trucks, we will soon begin beta testing fully electric collection trucks.

In addition, we focus our efforts on reducing consumption of fuel and petroleum-based products through replacement of older trucks with newer, more efficient trucks, utilizing transfer station networks to consolidate waste onto fewer trucks, installing controls to minimize idling time, and switching to synthetic motor oils with longer replacement intervals, as well as reducing emissions by installing more advanced engine filters. In addition, we utilize technology, including on-board tablets and route optimization software, to minimize driving time, and engine diagnostics software to anticipate issues to avoid downtime.

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Innovation

With the expected payload and route capacity of electric collection trucks comparable to diesel trucks, we look forward to beta testing fully electric vehicles, particularly given our encouraging experience from utilization of a hybrid unit in 2021. Although at a significant initial cost premium, the fully electric trucks operate quietly, generate zero emissions and are expected to provide considerable savings in fuel and maintenance expenses relative to comparable diesel trucks. We look forward to expanding the use of alternative fuel vehicles in Waste Connections' fleet over time.

ZERO WASTE

We believe our sustainability initiatives align with and support the efforts of our customers and the communities we serve. We regularly work with customers to increase resource recovery and facilitate their pursuit of zero waste goals. Whether providing services like composting of yard waste and food waste or supporting the introduction of new technologies, such as anaerobic digesters, we partner with communities and industrial customers to advance their objectives to reduce their reliance on landfills, decrease waste disposal costs and reduce emissions. Our easy-to-use reporting and analytics tool, Recycle 360°, enables our customers to develop waste management plans and track ongoing performance against waste reduction and recycling targets.

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MATERIAL RECOVERY AND REUSE: EXPLORATION AND PRODUCTION (E&P) WASTE

With over thirty exploration and production waste treatment and disposal facilities across the United States, Waste Connections is one of the largest providers of non-hazardous E&P waste disposal. Through our E&P subsidiary R360 Environmental Solutions, we help customers responsibly treat, recycle or dispose of drill cuttings, drilling fluids, produced water and other non-hazardous E&P waste, representing an attractive and safe alternative to disposal at the drilling site. Our processes and technology can recover and transform many of our customers' waste streams into reclaimed oil, recycled produced water and reusable drilling fluids. In fact, since 2018, our E&P waste operations have collectively reclaimed nearly 18 million gallons of base oil, and tons sequestered in landfills and injected into deep formations give R360 a net negative carbon footprint. Pictured below is a night view of our state-of-the-art thermal processing facility near Stanton, Texas, that diverts hydrocarbons from landfills and offers a circular lifecycle to many of our E&P customers.

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BIODIVERSITY AND SITE-CLOSURE

We approach our relationships with the communities we serve as long-term partnerships with an eye towards the future and respect for the environment. From the permitting process to operating protocols and eventual site closure, we consider the environmental impact that our businesses have on local habitats and the surrounding communities. At many of our larger landfills, we establish buffer property that utilizes local plants and vegetation to encourage and promote local wildlife and aesthetically blend with other local vegetation. As a part of the permitting process, we engage with local communities to establish a closure plan. As we anticipate that facilities will ultimately transition into closure, we ensure that closure plans are effective at restoring the land to a condition that is consistent with the biodiversity of the surrounding environment.

Pictured below is our Lachenaie landfill in Terrebonne, Quebec. Since 2019, Lachenaie has supported local pollinating insects by planting a variety of flowers on available land. Each year, the favorable living environment hosts approximately 320,000 honeybees – an example of our commitment to the local ecology and balance between human activity and nature.

ENVIRONMENTAL MANAGEMENT SYSTEM

As detailed in our Environmental Policy, we maintain a robust Environmental Management System (EMS) as part of our operating practices and risk mitigation strategy. Our EMS is an all-encompassing approach to environmental protection and regulatory compliance with oversight by our Vice President–Engineering and Sustainability, along with our Executive Vice President–Engineering and Disposal, and Associate General Counsel–Director of Compliance. It is managed by our Corporate Environmental Manager along with more than 70 trained professionals in the field. Our EMS is designed to prioritize environmental protection and promote the rapid flow of information from the field to those overseeing the EMS.

In order to ensure and track regulatory compliance, we utilize a proprietary compliance-tracking tool called the Cube to provide notifications, tracking and reporting of regulatory and permit-related tasks. The Cube notifies facility managers of upcoming tasks, documents their completion and uploads to each respective site's operating record. Monthly progress reports are provided to corporate environmental managers, resulting in follow up at multiple levels of management.

Annually, one or more of our environmental professionals audits each disposal site, reviewing operating records, infrastructure and the physical conditions, with potential risks of non-compliance tracked in the Cube for remediation and documentation. Our EMS also regulates the day-to-day handling and documentation of waste streams generated from operations, with all wastes disposed or recycled by third party customers inventoried and tracked through our audit function to demonstrate proper handling.

All sites incorporate emergency response planning, which, depending on geography, may incorporate contingencies for responding to various natural disasters or addressing other regional or local needs. We provide emergency action plan training in order to enhance response plans.

Employee Engagement

Waste Connections has a track record of superior results since its founding in 1997. We attribute that success to a differentiated strategy and a purposeful culture. Our market selection strategy, along with disciplined capital allocation, has produced superior financial results and shareholder returns. However, we believe that while strategy may have positioned us for success, it is our culture of accountability and commitment to excellence that has driven the value creation.

We maintain that our greatest differentiator is not our physical or financial assets; instead, it is our people and our purposeful culture. Our foundation is built on caring for our 19,000 employees, prioritizing safety as our #1 Value and integrating the principles of Servant Leadership – a philosophy we have embraced and expanded upon for over fifteen years – into our day-to-day operations.

CULTURE MATTERS

AT WASTE CONNECTIONS, WE BELIEVE OUR CULTURE DRIVES DIFFERENTIATED RESULTS, AND THEREFORE INVESTING IN OUR PEOPLE, OUR GREATEST ASSET, IS ALWAYS OUR PRIORITY.

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COVID-19 FOCUS:

Employees | Customers | Communities

RECOGNIZING THE IMPORTANCE OF PUTTING EMPLOYEES FIRST, OUR SAFETY-FOCUSED, SERVANT LEADERSHIP-BASED CULTURE GUIDED OUR DECISION-MAKING AND FACILITATED OUR DIFFERENTIATED EXECUTION DURING THE COVID-19 PANDEMIC IN 2020, AND CONTINUES TO DO SO.

At Waste Connections, we believe that our safety-focused, Servant Leadership-driven culture leads to differentiated results, and therefore investing in our people, our greatest asset, is always our highest priority. As an essential services provider, we recognized from the onset of the COVID-19 pandemic that our communities would count on us and we on each other to honor our commitments; therefore, protecting the health, safety and welfare of our 19,000 employees has guided every decision we have made.

To support and protect our employees, we established protocols and implemented operational changes focused on the health and safety of our frontline employees and achieved seamless transitions to remote work environments for customer service representatives and other support personnel. In addition, we looked to provide a safety net for our employees on issues of income and family health. To that end, we provided full wages for employees feeling ill, under quarantine, or caring for family members, and two-thirds wages for up to 12 weeks for those with childcare issues. Through these

efforts, we enabled our employees to make the right decisions about the health of their families and the well-being of their colleagues, which resulted in continuity of service to the communities we serve.

Recognizing the potential for financial hardship and the challenges unique to this period, we incurred over $40 million in incremental COVID-19-related costs, primarily supplemental wages which have been provided to all hourly employees, whether union or non-union, remote or on site, as well as temporary workers. We also expanded our Employee Relief Fund for those experiencing financial hardship, launched the Waste Connections Scholarship Program to assist our employees' children in pursuing their educational goals, fully covered COVID-19 related testing and medical costs, improved medical benefits and extended access to medical benefits.

In addition to our near-term COVID-19-related financial commitments, we raised our minimum hourly wage target to $15/hour in 2020, which

exceeds state and local wage requirements and will positively impact the earnings of over 800 employees. Looking beyond our people, we also recognized the needs of the communities where we live and work, increasing the level of charitable contributions to assist food banks, families at risk, and organizations with a focus on addressing racial inequities at a local or national level, providing meals for healthcare workers and higher risk populations, and donating critical personal protective equipment.

We recognized that reducing employee concerns regarding income, healthcare and family obligations during the pandemic would be critical to providing continuity of service and a bit of normalcy for customers. As we migrate into a new normal with reopening economies amid a lingering risk of infection, we understand the playbook to maintain safety in our operations and remain diligent with safety-related protocols. Unlike many organizations that have eliminated financial assurances, we continue to offer a safety net to our employees. We also recognize the importance of vaccination in reducing transmission of COVID-19 and strongly encourage employees and members of their families get vaccinated. Our strong operating performance during this chaotic and unprecedented period reflects the benefit of this focus and is a testament to the dedication and tireless efforts of every Waste Connections employee, whether in the field or working remotely.

SUPPORTING OUR FRONTLINE

$40M

Discretionary COVID-19 related expenses, primarily for supplemental employee wages.

$15/hr

Increased our minimum hourly wage target in 2020.

THE SERVANT LEADERSHIP JOURNEY

Servant Leadership has defined our Company since 2006. The Servant Leadership concept inverts the traditional management hierarchy, positioning leaders to serve their employees both professionally and personally. The philosophy empowers employees by prioritizing their needs, sharing responsibility and driving personal development.

Our leadership development efforts include multi-day Servant Leadership training sessions, district management training, dozens of varying leadership webinar topics, and other safety, sales, maintenance, operations and financial training courses engaging every employee level throughout the Company.

As an organization, we look to continually raise the level of accountability through our annual Servant Leadership survey, which provides employees the opportunity to grade their managers on an anonymous basis. The score, along with several other metrics such as talent development, are incorporated into the leader's compensation plan. We raise our level of accountability by putting Servant Leadership into action, not just words. Accordingly, we are targeting continuous improvement in Servant Leadership scores as an element of our long-term, aspirational goals.

Recognizing that we have a responsibility to those we have the privilege to lead, we look to position our employees for success, which begins with our most important value: safety. Holding every employee accountable for safety and scoring our leaders on Servant Leadership has driven accountability and produced results, evidenced by industry-leading financial metrics as well as safety and employee turnover levels that are significantly better than the industry average.

SERVANT LEADERSHIP

Continuous Improvement in Servant Leadership Scores

Servant Leadership

ON A SCALE FROM 1-5

On Track

2018	2019	2020	2033
4.1	4.1	4.2	

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RECOGNIZING THE IMPORTANCE OF PUTTING OUR EMPLOYEES FIRST, OUR SAFETY-FOCUSED, SERVANT LEADERSHIP-BASED CULTURE GUIDED OUR DECISION-MAKING IN 2020.

ENGAGEMENT ➜ RELATIONSHIPS = RESULTS

We identified Engagement as the foundation of our 2020 Vision, as we looked to position Waste Connections for the future with continued focus on the core values that have been integral to our success. That vision of engagement included expanding our offerings for training and development of our leaders and frontline employees, and innovating new technology platforms to increase connectivity with our employees, customers and communities in which we operate.

Our 2020 focus on engagement was timely, as the COVID-19 pandemic necessitated the use of remote alternatives to in-person training and development and highlighted the importance of connectivity both inside and outside of the Company. We believe that our investment in technology to enhance connectivity and its effectiveness during the pandemic will result in a stronger, more engaged team as we emerge from this period, and over time, lower voluntary turnover.

Our team has responded and recognized Waste Connections externally with a series of employee-nominated awards, including Glassdoor's Employee Choice Awards – Top CEOs as well as Comparably's Best Leadership Team, Best CEO for Women, Best HR Team, Best Sales Team and Happiest Employees.

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VOLUNTARY TURNOVER AND ENGAGEMENT :

Achieving our Targets

At Waste Connections, we recognize that employee turnover and engagement metrics can be driven by intentional or unintentional corporate decisions over a protracted period. As such, we purposefully emphasize culture, employee training and development, and accountability in order to drive continuous improvement in both retention and Servant Leadership scores – our reflection of engagement.

Below are several of the engagement-driven efforts launched in 2020:

:: Launch of *Workplace*, our internal social networking application designed to facilitate communication, connection, recognition, celebrate successes and build relationships across our over 650 facilities;

:: Implementation of our enhanced Learning Management System to expand content and increase access and visibility on training and development opportunities;

KEY 2020 ACCOMPLISHMENTS
Our engagement focus, coupled with our COVID-19-related response to employee health and financial wellness, resulted in an 18% improvement to voluntary turnover in 2020. More than 80% of our employees responded to our annual Servant Leadership survey – our proxy for engagement – with manager scores further improving in 2020.

:: Expansion of employee resource groups, including the Waste Connections Women's Network and the Veterans S.E.R.V.E. Network;

:: Expansion of training and onboarding tools for new employee transition and development; and,

:: Launch of a wellness website in the U.S. and wellness-related initiatives within Canada

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VOLUNTARY TURNOVER

Continuous Improvement in Voluntary Turnover

Voluntary Turnover   **On Track**
MEASURED BY PERCENTAGE

2018	2019	2020	2033
17.8	17.8	14.6	

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DIVERSITY AND INCLUSION

At Waste Connections, we are committed to building and developing diverse teams that function in an environment of mutual respect, where employees feel empowered to contribute. Operating across hundreds of markets in the United States and Canada, we recognize the benefits of diversity and the importance of ensuring that employees feel respected and included, encouraged to bring their unique perspectives, ideas and best skills to work each day. In keeping with our efforts to support and encourage diversity and inclusion, we have undertaken several initiatives, including the 2019 introduction of a formal Diversity Policy for our Board of Directors and Senior Management with aspirational targets for female Board representation and additional disclosure on workforce composition.

We also incorporated diversity and inclusion topics into Servant Leadership training and manager assessments in order to ensure that all employees are valued, feel empowered to contribute and are positioned for advancement opportunities. Following our leadership summit that focused on understanding and mitigating unintended biases, we enhanced recruiting practices to ensure the broadest candidate pools, offered monthly diversity and inclusion training modules, established financial commitments to organizations that focus on racial inequities and that support women and children at risk, and supported the development of resource groups including our Women's Network and Veterans' S.E.R.V.E. Network.

Waste Connections is a signatory to the *CEO Action for Diversity & Inclusion*, the largest CEO-driven business commitment to advance diversity and inclusion within the workplace.

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DIVERSITY STATISTICS

Workforce Composition (U.S. and Canada)	Unit	Gender		Ethnicity	
		Female	Male	Caucasian	Ethnic Minority
Board of Directors*	Percentage (%)	25%	75%	88%	13%
Top Management Positions**	Percentage (%)	18%	82%	91%	9%
Total Workforce	Percentage (%)	16%	84%	62%	38%

Workforce Ethnic Composition (U.S. Only)*	Percentage
Caucasian	60%
Hispanic	22%
Black	14%
Multiracial	2%
American Indian or Alaska Native	1%
Asian	1%
Native Hawaiian or Other Pacific Islander	1%

Age Breakdown (U.S. and Canada)	Percentage
29 and Under	15%
30 to 49	51%
50 and Over	34%

Employees by Payment Type (U.S. and Canada)	Percentage
Hourly	85%
Salaried	15%

*Board of Directors Ethnicity and Workforce Ethnic Composition does not equal 100% due to rounding.

** Top management positions reflect employees within two levels of the CEO.

TAKING SAFETY TO THE NEXT LEVEL

We believe that safety is the responsibility of each and every employee; it is ingrained in our commitment-based, safety-driven culture. Moreover, as servant leaders are responsible for each employee's success at work and beyond, safety is an integral component of this commitment. We have relied on those relationships along with tools to develop employee risk-profile rankings and to facilitate effective communication and behavior-based coaching. In 2020, our behavioral-based approach to safety resulted in over 60% of our operating locations either posting zero safety-related incidents or reducing incident frequency versus the prior year.

SAFETY:

Key Initiatives

While we attribute our successful safety record to our culture and behavioral-based approach, we acknowledge that technology can be an important tool in identifying risky behaviors and providing coaching opportunities to address them.

In 2020, we launched a $10 million fleet-wide upgrade of our onboard camera systems, which are the foundation for establishing our risk-based scoring approach to encouraging safe driving practices. In contrast to existing systems, which largely track inertial movements in vehicles, the next generation systems utilize artificial intelligence and "Machine Vision" to identify additional risks both inside and outside of the cab. Such risk factors inside the cab include unbelted drivers, as well as distracted driving from handheld devices, food and beverages and smoking. Outside of the cab, the units can detect lane departures, rolling stops, unsafe following distances and other critical distances.

KEY 2020 ACCOMPLISHMENTS
The fleet-wide upgrade to next generation camera telematics is well underway with expected completion in early 2022. This technology, combined with lower traffic levels stemming from pandemic-driven restrictions in 2020, led to a 12% reduction in the number of incidents. Further, over 60% of our operating locations either posted zero incidents in 2020 or experienced year-over-year improvement.

Another addition to our safety program was the introduction to our fleet of Freightliner EconicSD trucks with an overhauled cab design that incorporates many of the safety features already included in passenger vehicles, as well as an integrated collision mitigation system, enhanced visibility, and several ergonomic improvements.

INCIDENT RATE

↓ **25%**

Reduction in Incident Rate

Incident Rate
INCIDENTS PER 200,000 WORK HOURS

2018	2019	2020	2033
17.0	17.4	15.8	12.8

On Track ☑
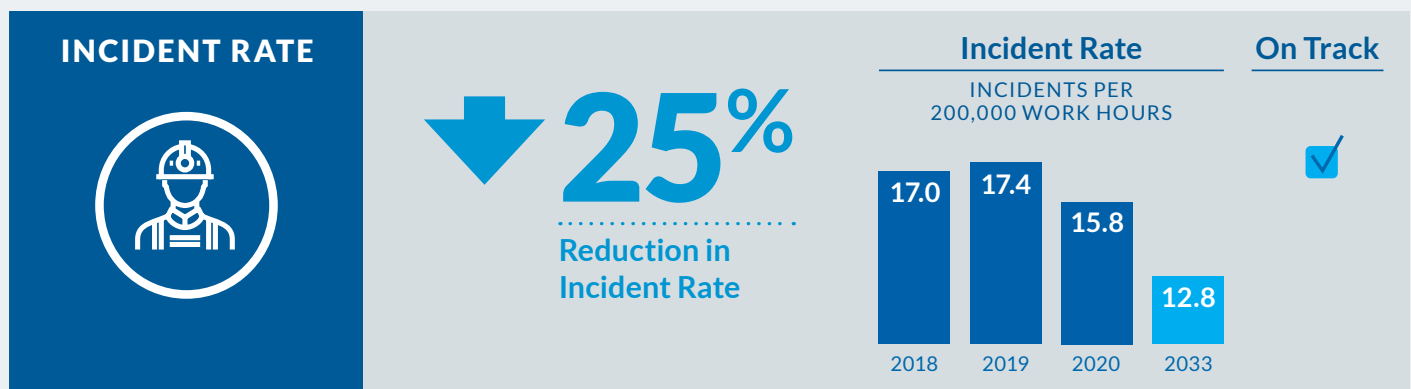
EMPLOYEE TRAINING AND DEVELOPMENT

At Waste Connections, we continue to expand our training programs to educate our employees beyond pertinent topics such as safety and environmental compliance that foster increased job performance. We also seek to increase employee knowledge and awareness toward increasingly important subjects such as Diversity and Inclusion and Cybersecurity. In 2020, we deployed a new Learning Management System ("LMS") in order to expand our reach to additional employees and provide mobile and tablet-based trainings. The efforts were timely given the need to limit in-class participation during the COVID-19 pandemic and we significantly increased both course count and employees that participated in training courses. Below are a few notable new training programs:

Diversity and Inclusion Mini Series

We provided monthly Diversity and Inclusion learning modules through our LMS to all employees. Our leaders utilized the mini courses and underlying discussion guides to have a deeper conversation on the topic with their teams. Topics have included unconscious bias, how to practice inclusiveness, breaking down stereotypes, creating psychological safety for employees and teams, allyship, and fostering belonging.

Training the Trainer

We developed a Driver Trainer Certification Course that focuses on how we can best serve our trainees beginning their Waste Connections driving career. The driver trainers learn next level skills to enhance current training strategies. Routing, documentation, distractions, normalization of deviance, Target 4 (safety) and conversation styles highlight the learning content delivered virtually or in-person.

Business Acumen

Business Acumen financial training links expertise in certain roles to Waste Connections strategic priorities. The six-hour online workshop or three day in person session aligns operations to corporate strategy and focuses on the development of the five business drivers – Cash, Profit, Assets, Growth and People.

Cybersecurity training

We offer a five-part training course designed to improve employee cybersecurity awareness and educate users on today's threats. We also provide digital courses that focus on phishing awareness and common cybersecurity attacks.

THE LAUNCH OF OUR NEW LMS WITH INCREASED EMPHASIS ON FRONTLINE EDUCATION SIGNIFICANTLY EXPANDED THE PERCENTAGE OF EMPLOYEES RECEIVING TRAINING.

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Community
Impact

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GIVING BACK AND MAKING AN IMPACT

At Waste Connections, we also attribute our success to the support we receive from communities we serve, where our employees also live and work. We provide opportunities for our employees to get involved in their communities and consider it a privilege for Waste Connections to also give back through charitable donations or sponsoring community events.

Giving Locally – Waste Connections and our employees support more than a thousand organizations through direct contributions, volunteering and/or fundraising at a local level. Each year, we donate millions of dollars to various charities, including an increasing number of organizations identified by our frontline employees that focus on racial inequities at a local or national level, and that support women and children at risk in disadvantaged communities.

Our Company-wide Culture of Giving – In addition to our local efforts, we are proud of our Company-wide traditions. In 2019, we achieved a 20-year Waste Connections Christmas Promise goal one year ahead of schedule, as employees across the company assembled and donated over 10,000 bicycles to deserving children, bringing our total donated since inception of Christmas Promise to approximately 65,000 bicycles. In addition, despite canceling our 2020 Annual Waste Connections Golf Classic for Kids due to COVID-19-related safety concerns, we were able to hold virtual auctions and in aggregate raise over $1 million for charities that support at-risk youth and their families.

Sustainability and Giving – Waste Connections aligns its major financial contributions with its goal to further advance environmental sustainability. For example, our first major grant helped establish the Global Waste Research Institute (GWRI), developed in conjunction with California Polytechnic State University, San Luis Obispo.

The GWRI's mission is to advance state-of-the-art research and development of sustainable technologies and practices to more effectively manage existing and emerging wastes and byproducts. We also regularly contribute to the Environmental Research Education Foundation and fund over $1 million per year in research related to the environmental industry.

SELECT ORGANIZATIONS WE SUPPORT:

Alzheimer's Resource of Alaska

American Cancer Society

American Heart Association

American Red Cross

Angel Reach

Beyond Batten Disease

Big Brothers Big Sisters

Boys and Girls Clubs

Bridge the Gap

Bridge to Home

Canadian Club of Toronto

CASA Child Advocates

Cayuga Seneca Community Center

Centre for Young Black
   Professionals

Charleston Area Justice Ministry

Children's Home Society

Chippewas of the Thames
   First Nation

Coalition of Communities of Color

Columbia River Mental Health
   Foundation

Eloy Food Bank

Emergency Food Network

Empire Club of Canada

Empower Tehama

Equal Justice Initiative

Fondation – CSSS Du Sud
   De Lanaudiere

Feed the Front Line

Genesis House

Habitat for Humanity

Henry's Home

Homeless Youth Connections

Homes4Families

Hope Ministries

Inner City Outreach

Inspiration Ranch

Interfaith of The Woodlands

Juvenile Diabetes
   Research Foundation

Kids Meals

Kids 'n Kinship

Leukemia & Lymphoma Society

Lighthouse for Grieving Children

Loaves and Fishes Family Kitchen

Lotus House

Love Fosters Hope

Low County Food Bank

Make-a-Wish Foundation

March of Dimes

Meals on Wheels

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Mission of Hope

Montgomery County Food Bank

Multiple Sclerosis Foundation

National Women's Hall Of Fame

Northwest Association
 for Blind Athletes

Oklahoma Children's Hospital

Pink Lemonade Project

Police Association of Ontario

Redeemed Ministries

Roger Clemens Foundation

Ronald McDonald House Charities

Seneca Falls Fire Department

Sommet socio-économique
 pour le développement des jeunes
 des communautés noires

Special Angels

Special Olympics

St. Jude Children's Research Hospital

Step by Step

Tent Mission STL

The 30-Days Foundation

The Black Coalition for
 AIDS Prevention

The Conservation Fund

The Salvation Army

The Wishing Well Foundation

Toby Keith Foundation

United Negro College Fund

United Way

Veterans Emergency Relief Fund

Volunteer Prince William

Westborough Police Foundation

Win Victim Services

Women's Institute for Leadership
 and Learning

Winter Center for Autism

Wreaths Across America

YES to Youth

Young Men's Educational Network
 (YMEN) Chicago

Youth Alliance

Youth First

WASTE CONNECTIONS CARES

GIVING BACK TO EMPLOYEES

In 2017, we created the Waste Connections Employee Relief Fund to help employees and their immediate families who have experienced significant financial hardship following a natural disaster or other catastrophic event. In 2020, we expanded its applicability to address unexpected hardships experienced during COVID-19. Through contributions from Waste Connections, our employees and vendors, we assist impacted employees by helping to pay for essential living expenses, such as food, clothing, utilities, temporary housing, property repairs, and other basic necessities.

In 2020, we also introduced the Waste Connections Scholarship Program, which awards renewable scholarships of $2,500 each per academic year for up to four years to assist our employees' children to pursue and achieve their vocational, technical and university education goals. Now in its second year, the scholarship program has more than doubled the number of award recipients.

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COMMUNITY ENGAGEMENT

Now more than ever it is critical to increase engagement within our communities and connectivity with our customers. Through our WasteConnect app, customers can confirm their collection dates, search our Waste Wizard database to confirm if a waste stream is recyclable, pay their bills, and communicate with their local service provider. We have also simplified the customer onboarding process with streamlined online sign-up and service routed through our proprietary artificial intelligence-enhanced C2O software.

We partner with our communities and in many instances deploy recycling coordinators to schools, community events and residences to provide educational sessions about the benefits of recycling and proper waste management. In 2019, we launched the *Bob Davis Award for Leadership in Sustainability* to recognize employees who demonstrate exemplary leadership in advancing sustainability through implementing or serving on community projects, programs, outreach, education, initiatives or services that benefit their community, customers, coworkers or Waste Connections.

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Governance and Ethics

KEY GOVERNANCE ADDITIONS FOR 2021
— Environmental Policy
— Human Rights
— Cybersecurity
— Incentive compensation now integrating ESG targets

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Since our inception, we have been committed to well-defined principals of corporate governance. Our Corporate Governance Guidelines and Board Charter align the Board of Directors and its four distinct committees with management in order to promote the best interests of the Company. More recently, the Board of Directors adopted a Diversity Policy for the Board of Directors and senior management, which provides for annual progress reviews by the Board. Similarly, the Board provides oversight of our aspirational ESG targets introduced in 2020, with management compensation tied to progress against our ESG targets beginning in 2021.

Highlights of what we believe exemplify our adherence to sound principles of corporate governance include:

:: Directors are elected individually;

:: Majority voting policy for the election of our Directors;

:: Separate CEO and Chairman of the Board of Directors, or Board Chairman positions;

:: Having a strong Lead Independent Director serve on the Board of Directors;

:: Women account for 33% of independent Board members and 25% of total Board members;

:: Annual Board of Directors and committee evaluation processes;

:: Board of Directors' oversight of risk;

:: Robust risk management program related to compensation;

:: Share ownership requirement for Directors and corporate officers;

:: Diversity Policy including aspirational targets for Board of Directors composition;

:: Regular executive sessions of only independent directors; and

:: Director retirement policy.

Our Board of Directors has four standing committees: the Executive Committee, the Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee. Except for the Executive Committee, the committees are composed entirely of independent, non-employee directors.

The Board's Role in Risk Oversight

The Board of Directors and its committees have an active role in overseeing management of the Company's risks. The Board of Directors regularly reviews information from members of senior management regarding the Company's safety performance, employee retention, financial performance, financial outlook, balance sheet, credit profile and liquidity, as well as the risks associated with each. The Board of Directors also receives reports from members of senior and regional management on areas of material risk to the Company, including market-specific, operational, legal, information technology (including cybersecurity), regulatory and strategic risks. The Board of Directors, with recommendations from the Audit and Compensation Committees, approves and maintains a succession plan for the CEO and other senior management of the Company, including policies and principles for selecting and evaluating a new CEO in the event of an emergency or retirement of the CEO. The Audit Committee

oversees management of financial, financial reporting and internal controls risk. The Compensation Committee assesses and monitors risks relating to the Company's corporate officer compensation policies and practices. The Nominating and Corporate Governance Committee is responsible for overseeing the management of risks associated with the independence of the Board of Directors and potential conflicts of interest.

The Board of Directors receives reports on information technology risks, including cybersecurity and data security risks. Day-to-day management of data security is the responsibility of our Chief Information Officer, who reports directly to the Chief Executive Officer. The Board periodically reviews cybersecurity and data security risks and mitigation strategies with the Chief Information Officer.

The Board of Directors and its committees also have an active role in the Company's efforts to advance sustainability and diversity and inclusion, including the development and approval of targets, monitoring achievement towards such objectives, and evaluating the effectiveness of policies and targets. In addition, the Board added ESG targets as a performance measure in long-term incentive compensation beginning in 2021.

Communications with the Board

Shareholders and other interested parties may communicate with the Board of Directors generally, with the non-employee directors as a group or with a specific director at any time by writing to the Board of Directors, the non-employee directors or a specific director, care of the Company's Secretary, at our principal administrative offices located at Waste Connections, Inc., 3 Waterway Square Place, Suite 110, The Woodlands, Texas 77380.

Shareholder Outreach

We believe that our relationship with and accountability to shareholders are critical to our success. Engaging with our shareholders helps us to understand how they view us, to set goals and expectations for our performance, and to identify emerging issues that may affect our strategies, sustainability initiatives, corporate governance, compensation practices or other aspects of our operations. Our shareholder and investor outreach includes investor road shows, analyst meetings, investor meetings and investor conferences, either virtually or in person. We also communicate with shareholders and other interested parties through various media, including our annual and quarterly reports, sustainability reports, proxy statements and other SEC and Canadian securities filings, press releases and our website. Our conference calls for quarterly earnings releases and major corporate developments are open to all. These calls are available in real time and are also archived as webcasts on our website. Our President and CEO, Chief Financial Officer and other senior management also regularly engage with investors to discuss our strategy, financial and business performance, and ESG efforts and to update investors on key developments.

Code of Conduct and Ethics

We have adopted a Code of Conduct and Ethics that applies to all of our directors, officers and employees. Our Code of Conduct and Ethics details Company principles to guide employee decision-making in many areas, including:

:: *Conflicts of Interest*

No officer, director or employee may be subject to influences, interests or relationships that conflict with the best interests of the Company.

:: *Full, Fair and Accurate Disclosure*

It is the Company's policy that the information in its public communications, including its SEC filings and filings with the Canadian Securities Administrators, be full, fair, accurate, timely and understandable.

:: *Compliance with Laws, Rules and Regulations*

It is the Company's policy to comply with all laws, rules and regulations applicable to the Company and its operations. The Company's

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strict compliance policy also extends to all other applicable laws and regulations, including compliance with the U.S. Foreign Corrupt Practices Act (FCPA), the Canadian Corruption of Foreign Public Officials Act (CFPOA), and other applicable anti-corruption laws; antitrust laws; tax laws; environmental and safety regulations; equal opportunity; non-discrimination and fair employment; and foreign asset control regulations.

:: *Prohibited Accounting Practices*
The Company's policy is to make and keep books, records and accounts that accurately and fairly reflect the transactions of the Company.

:: *Whistleblowing – Reporting Illegal or Unethical Behavior*
All officers, directors and employees should promptly report to senior management all actual or potential illegal or unethical behavior of Company personnel that they observe. The Company encourages and expects full and open communication with senior management even when it appears that less candor may be desirable to protect the Company or members of management. It is the Company's policy and the responsibility of each officer, director and employee to comply with all whistleblower protection laws, rules and regulations.

:: *Compliance and Discipline*
Violations of this Code by officers, directors

or employees will result in disciplinary action that may include termination, referral for criminal prosecution and reimbursement to the Company for any losses or damages resulting from the violation.

:: *Fair Dealing; Moral and Ethical Standards*
Each officer, director and employee must endeavor to deal fairly with the Company's customers, suppliers, competitors and employees and not to take unfair advantage of anyone through manipulation, concealment, abuse of privileged or misappropriated confidential information, misrepresentation of material facts or any other unfair dealing practice. More generally, each officer, director and employee must adhere to and comply with the highest moral and ethical standards of our society in conducting business on behalf of the Company.

:: *Human Rights*
It is the Company's policy and the responsibility of each officer, director and employee to comply with all laws, rules and regulations related to the protection and advancement of human rights, including, but not limited to, laws, rules and regulations governing the use of child labor, compulsory or forced labor, slavery and human trafficking, and freedom of association and collective bargaining.

:: *Insider Trading*
Buying or selling securities, directly or

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indirectly through family members or other persons or entities, while possessing material nonpublic information or selectively disclosing such information to others who may trade based on it is prohibited by applicable securities laws.

:: *Contributions*

Officers, directors and employees may not (directly or indirectly) contribute Company funds to, or spend Company funds in support of, any kind of political party, political action committee or other committee in the United States or Canada or to any candidate for, or holder of, any office of any national, state or local government in the United States, or any national, provincial or local government in Canada. Exceptions may be permitted for state, provincial and local contributions in jurisdictions that permit corporate political contributions, but only upon approval by the Company's Chief Executive Officer and in consultation with the General Counsel. In countries other than the United States or Canada, the policy will be determined in accordance with local law and practice as well as laws applicable to the Company.

No political contribution by any officer, director or employee may be made, or even appear to be made, with the Company's funds, or be reimbursed from the Company's funds; nor should

the selection of a candidate or a party be, or seem to be, coerced by the Company. Officers, directors and employees are prohibited from using their positions to induce, coerce or in any way influence any person, including subordinates, to support or contribute time or money to any political party, to the campaign of any candidate for office or to any charitable activity.

The Nominating and Corporate Governance Committee is responsible for, among other matters, the development and implementation of the Company's corporate governance principles, including the review of and compliance with our Corporate Governance Guidelines and Board Charter and our Code of Conduct and Ethics. The Nominating and Corporate Governance Committee is responsible for monitoring the implementation of the Company's diversity policy on a periodic basis, and at least annually, to assess its effectiveness, monitoring and reviewing the Company's progress in achieving its aspirational targets and reporting the results to the Board, and making recommendations to the Board regarding any revisions to this policy that may be necessary or appropriate.

The Board is responsible for reviewing strategy, policies and performance related to the Company's management of environmental, social and

governance (ESG) issues, including reviewing any reports on the Company's performance against ESG targets, any ESG programs, products and disclosures, and any corporate responsibility policies and programs, in coordination with other committees of the Board, as appropriate.

Copies of our Corporate Governance Guidelines and Board Charter and our Code of Conduct and Ethics are available on our website at http://wasteconnections.investorroom.com. A copy of the Corporate Governance Guidelines and Board Charter and our Code of Conduct and Ethics may also be obtained, free of charge, by writing to our Secretary or Investor Relations at our principal administrative offices located at Waste Connections, Inc., 3 Waterway Square Place, Suite 110, The Woodlands, Texas 77380.

Integration of ESG metrics into Management Compensation

In October 2020, the Company adopted long-term, aspirational sustainability targets and committed over $500 million for investments to meet or exceed such targets. These targets primarily focus on reducing emissions, increasing resource recovery of both recyclable commodities and clean energy fuels, reducing reliance on off-site disposal for landfill leachate, increasing employee engagement, and further improving

our industry-leading safety performance. The Company views its ESG/sustainability initiatives to be consistent with its objective of long-term value creation. As such, the Compensation Committee introduced continuous improvement towards the Company's sustainability targets as an additional performance measure of long-term incentive compensation beginning in 2021.

Data Security and Privacy

We maintain, log and monitor all information and technology assets – data, systems, and applications – that are critical to the operations and success of Waste Connections. We have incorporated a defensive and offensive security strategy built on people, process, and technology with a focus on threat intelligence and security operations.

Waste Connections continues to maintain a robust security posture in response to today's ever-evolving threat landscape. The prime directive of this initiative is the safety and security of our customers' and employees' information. Our security model refers to an information security approach in which security mechanisms and controls are strategically layered throughout our infrastructure to secure our data's confidentiality, integrity, and availability. We have the same expectations for our information technology service providers and all third parties that support the business.

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Managing Data Security Risk

We employ the widely recognized National Institute of Standards & Technology Framework for Improving Critical Infrastructure Cybersecurity (The NIST Cybersecurity Framework) to manage cybersecurity risk. This voluntary guidance was developed with private sector input in 2014 and provides a framework for organizations to manage cybersecurity risk. We regularly assess our technologies and monitor our systems and other technical security controls, maintain information security policies and procedures, including an incident response plan, ensure maintenance of backup and valuable systems, and have a team of security personnel managing our efforts and initiatives.

Policies have been put in place to protect our customers and employees from fraudulent activity by building processes that require continuous education, phishing simulations, real-time threat monitoring, and detection. We use vulnerability scanning tools to regularly assess potential data security risks across our businesses. We correlate the results and prioritize any actions based on threat modeling analysis and monitor any actions in-progress with the system owners based on assigned timelines for remediation. In addition, we actively monitor the web for any suspicious domain registrations, social media disinformation, and fraudulent campaigns being initiated against its customers and/or employees.

Upholding Data Privacy

We strive to protect personal data through reasonable technical and organizational security measures including technical security tools, restrictions on access to data, and physical security measures to help prevent unauthorized or unlawful access, disclosure, loss, destruction, or damage. We access and use personal data for legitimate business purposes and maintain appropriate access controls and use limitations.

Our employees are required to follow all applicable privacy, information security, and data protection laws, including the California Consumer Privacy Act. Our Data Privacy Policy sets forth the principles that govern our treatment of personal data, while our Policy on the Acceptable Use of Systems and Data governs the use and protection of information about our company and information that is stored on our computers and mobile devices. Our policies restrict individuals' access to personal data to those that need access to accomplish a business objective and allow access only for so long as it is necessary.

We endeavor to follow data privacy best practices and have established specific governance structures

to regularly review and improve upon our data privacy processes.

Environmental Policy

Waste Connections is committed to environmental protection and compliance. In order to realize and communicate these commitments to our employees and contractors, Waste Connections has developed an Environmental Policy which applies to all of our employees and contractors. Waste Connections' management, including our Vice President – Engineering and Sustainability, is responsible for communicating, implementing and reviewing this policy annually. A full copy of our Environmental Policy can be found on our website. Below are highlights of our policy:

:: *Environmental Compliance*

Comply with or exceed all local, state and federal environmental laws and regulations in order to manage and mitigate air, water and land-based pollution.

:: *Environmental Management System or "EMS"*

Utilize and continually improve our EMS (The Cube, the Environmental Compliance Audit Center, and/or other future systems) in order to track, audit and promote environmental compliance on a site-by-site basis.

:: *Biodiversity and Site – Rehabilitation*

As facilities are transitioned into closure, ensure that site construction, and closure plans are effective at restoring the land to a condition that is consistent with the biodiversity of the surrounding environment.

:: *Emergency Preparedness*

Establish emergency response action plans on a site-by-site basis including processes to guide site personnel and local community service providers during emergency events.

:: *Resource Efficiency*

Minimize internal waste generation and incorporate new technologies where applicable to mitigate our environmental impact.

:: *External Communication*

Promote the benefits of proper waste management including resource recovery to local stakeholders and customers.

:: Stakeholder Engagement

Partner with and engage the public as part of our environmental decision-making processes in order to promote the fair treatment and the opportunity for meaningful involvement of all people within the communities we serve.

:: *Environmental Performance Measurement*

Report our environmental progress through our annual Sustainability Report, and, as required with regulatory agencies.

:: *Employee Training*

Provide adequate training, oversight and resources to our employees to promote awareness and successful implementation of this Policy.

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GLOBAL REPORTING INITIATIVE EMISSIONS DISCLOSURE

EMISSIONS DISCLOSURE

Waste Connections emissions disclosure was developed using the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines. Waste Connections GHG Inventories were prepared by a third-party, independent environmental services firm with the conclusions audited and verified by a separate third-party. The data was prepared in a manner consistent with The Climate Registry (TCR) General Reporting Protocol (GRP) Version 2.1 dated January 2016 and its associated updates and clarifications.

In 2018, Waste Connections began using the SWICS calculation methodology. This methodology is more reflective of modern landfill design and industry practices, and was utilized for comparison purposes relative to the solid waste peer group.

The impact of carbon sequestration in our landfills is significant and well documented in scientific literature. Due to anaerobic conditions that exist within landfills, lignins and hemicellulosic materials remain undecomposed. They represent approximately 50% of biogenic carbon in the waste stream. Waste Connections disposed of 36,020,954 and 34,116,400 tons of Municipal Solid Waste and Construction & Demolition debris in 2019 and 2020, respectively. In total, our landfills sequestered 12,340,905 and 11,790,884 MT CO2e in 2019 and 2020, respectively.

G4-EN15:

Direct (Scope 1) greenhouse gas (GHG) emissions

MT CO_2e		
2018	2019	2020
5,089,083	6,006,643	5,609,964

G4-EN16:

Energy indirect (Scope 2) GHG emissions

MT CO_2e		
2018	2019	2020
53,993	55,442	51,506

G4-EN17: Other indirect (Scope 3) GHG emissions

Emissions Source	MT CO_2e		
	2018	2019	2020
Purchased goods and services	821,606	861,763	744,323
Capital goods	233,539	292,218	233,961
Waste generated in operations	117,871	151,342	77,359
Upstream transportation and distribution	429,847	503,351	498,960
Business travel (air and vehicle)	53,166	51,142	49,977
Use of sold products	54,785	84,119	48,436
Total	**1,710,814**	**1,943,936**	**1,653,017**

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G4-EN18: GHG emissions intensity

	Unit	2018	2019	2020
Gross Revenue	$ US Dollars Millions	$ 4,923	$ 5,389	$ 5,446
Scope 1 Emissions	MT CO$_2$e	5,089,083	6,006,643	5,609,964
MT CO$_2$e/$M Revenue		1,034	1,115	1,030
Scope 2 Emissions	MT CO$_2$e	53,993	55,442	51,506
MT CO$_2$e/$M Revenue		11	10	9
Scope 1 & 2 Emissions	MT CO$_2$e	5,143,076	6,062,085	5,661,470
MT CO$_2$e/$M Revenue		1,045	1,125	1,040

G4-EN19: Reduction of GHG emissions

Waste Connections has undertaken several initiatives to reduce GHG emissions. The Company collected landfill gas for use at landfill gas-to-energy facilities at 28 landfills in 2020. The beneficial reuse of landfill gas at these facilities resulted in annual avoided GHG emissions estimated at 690,492 and 746,092 MTCO2e in 2019 and 2020, respectively. The estimate of avoided emissions assumed that natural gas was the fuel replaced by the use of landfill gas. The avoided emissions were calculated using default methodologies from TCR included CO2, CH4 and N2O emissions.

Waste Connections diverts over 50% of collected waste volumes in certain markets, in some cases over 70%. The estimated avoided GHG emissions in 2019 and 2020 from recycling was 5,037,064 and 5,645,326 MT CO2e, respectively. These values were calculated using the USEPA Waste Reduction Model (WARM).

Over the past several years, Waste Connections has deployed vehicles using alternative fuels such as compressed natural gas (CNG) and biodiesel as a means of reducing its GHG footprint. Waste Connections currently deploys approximately 1,200 CNG vehicles. The estimated annual reduction in GHG emissions from CNG vehicles was 22,803 and 21,824 MT C02e in 2019 and 2020, respectively. The calculation uses an equivalent diesel vehicle as a baseline.

G4-EN22: Water discharge by quality and destination

In 2019, Waste Connections collected 703,342,262 gallons of leachate with 470,251,239 gallons being sent to third parties for treatment. In 2019, Waste Connections also collected 659,722,620 gallons of E&P produced water for on-site treatment. A total of 31,764,417 gallons of E&P produced water was sent to third parties for treatment in 2019.

In 2020, Waste Connections collected 696,531,341 gallons of leachate with 434,295,795 gallons being sent to third parties for treatment. In 2020, Waste Connections also collected 581,936,547 gallons of E&P produced water for on-site treatment. A total of 21,201,290 gallons of E&P produced water was sent to third parties for treatment in 2020.

Our E&P waste water treatment technologies allow us to process and dispose 100% of drilling-related waters without discharging to surface waters. The majority of waste fluids are injected into brine formations via deep wells.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD DISCLOSURE

SASB APPENDIX

Greenhouse Gas Emissions

	Unit	2019	2020
Gross global Scope 1 emissions	MT C0$_2$e	6,006,643	5,609,964
Scope 1 coverage under emissions-limiting regulations	Percentage (%)	85%	78%
Scope 1 coverage under emissions-reporting regulations	Percentage (%)	85%	78%
Total landfill gas recovered	Million British Thermal Units (MMBtu)	21,547,648	22,939,938
Landfill gas flared	Percentage (%)	39%	40%
Landfill gas used for energy	Percentage (%)	61%	60%

Fleet Fuel Management

	Unit	2019	2020
Fleet fuel consumed	Gigajoules (GJ)	10,501,924	10,743,000
Natural gas as a % of fuel consumed	Percentage (%)	8.0%	7.8%
Alternative fuel vehicles as % of routed collection fleet	Percentage (%)	13.8%	13.1%

Air Quality

	Unit	2019	2020
NO$_X$ (Excluding N$_2$0)	Metric Tons (t)	265	285
SO$_X$	Metric Tons (t)	62	67
Volatile organic compounds (VOC)	Metric Tons (t)	N/A	7.7
Hazardous air pollutants (HAP)	Metric Tons (t)	N/A	10.9
Number of facilities in or near dense population centers	Number	7	7
Non-compliant air emissions issues	Number	2	2

Management of Leachate

	Unit	2019	2020
Total leachate collected	Gallons (000)	703,342	696,531
Total leachate treated by third parties	Gallons (000)	470,251	434,296
Corrective actions implemented for landfill releases	Number	0	0
Incidents of non-compliance associated with environmental impacts	Number	0	0

Labor Practices

	Unit	2019	2020
Active workforce covered under collective bargaining agreements	Number	3,159	3,172
Work stoppages	Number	0	1
Impacted employees as a percent of total workforce	Percentage	0.00%	0.76%
Total days idle	Days	0	6

Workforce Health & Safety

	Unit	2019	2020
Total recordable incident rate (TRIR)[1]	Rate	2.91	2.90
Incident rate (I-Rate)	Rate	17.4	15.4
Fatality rate	Rate	0.00	0.02

[1] BASIC score definitions are unclear and can be inconsistent; WCN prefers to use TRIR and Incident Rate as a better barometer of safety.

Recycling & Resource Recovery

	Unit	2019	2020
Waste incinerated	Metric Tons (t)	0	0
Hazardous waste incinerated as percent of waste incinerated	Percentage (%)	0%	0%
Energy recovery from waste incinerated	Percentage (%)	0%	0%
Customers receiving recycling	Percentage (%)	50%	50%
Customers receiving composting	Percentage (%)	27%	25%
Amount of material recycled	Metric Tons (t)	1,541,792	1,615,536
Amount of material composted	Metric Tons (t)	210,757	201,991
Amount of material processed as waste-to-energy	Metric Tons (t)	N/M	N/M
Amount of electronic waste collected	Metric Tons (t)	N/M	N/M
Percentage of electronic waste recovered through recycling	Percentage (%)	N/M	N/M

Activity Metrics

	Unit	2019	2020
Customers	Number		
Municipal Contracts	Number	2,000	2,100
Commercial	Number	600,000	720,000
Industrial	Number	100,000	135,000
Residential	Number	6,500,000	7,425,000
Other	Number	200,000	220,000
Vehicle fleet size[3]	Number	8,089	8,912
Landfills	Number	97	92
Transfer stations	Number	175	185
Recycling centers	Number	66	68
Composting centers	Number	6	7
Incinerators	Number	0	0
All other facilities	Number	342	352

[2] Waste Connections does not measure materials managed by customer type.
[3] Represents routed vehicles

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Company Headquarters
6220 Hwy 7, Suite 600
Woodbridge
Ontario L4H 4G3
Canada

Principal Administrative Offices
3 Waterway Square Place, Suite 110
The Woodlands, Texas 77380
USA
832.442.2200

www.wasteconnections.com

Health & Safety Policy Statement

It is Waste Connections, Inc.'s policy to conduct all operations in a safe and healthful manner. The Safety and Health of every employee is a fundamental consideration in every business decision and plan, and all reasonable precautions will be taken to protect employees from injury and illness. We are equally committed to protecting the public, company property, and our customers from events that could cause harm or economic losses due to our operations.

Our goal is to prevent the occurrence of all work-related injuries, illnesses and property losses. It is our philosophy that, by striving to eliminate unsafe conditions and actions, we will eventually achieve this goal.

In the event of occupational injury or illness our goals include:

• Prompt, quality medical care;

• Return to gainful employment;

• Prompt payment of appropriate benefits;

• Vigorous resistance of fraudulent claims.

The Waste Connections Corporate Safety and Health Manual contains specific requirements, which are based on the following principles in providing an effective safety program:

• Managers and Supervisors are responsible for the safety of operations under their control and will be evaluated according to their safety record and performance.

• A safe work environment will be provided by eliminating or controlling hazards with appropriately designed equipment and Facilities, safe operating procedures, and personal protective equipment where called for.

• All applicable safety regulations, codes and accepted work practices will be followed. Specific rules and procedures will be established and followed at every operation.

• Each employee working in operations will be medically qualified, informed of any hazards associated with his or her job and trained in safe work procedures, the use of personal protective equipment and other means intended to provide required protection.

• All employees are responsible for performing their job activities in a safe and reasonable manner and in accordance with local safety rules, any safety related instructions given to them, and the training they have received.

• All unsafe acts, conditions and incidents must be reported to Supervisors and investigated and corrected immediately.

• Employees are responsible to promptly report to their Supervisor any occupational injury or illness and to cooperate in a medical treatment plan

All employees are expected to support and participate in the Safety and Health Program. Together, through teamwork, we can eliminate workplace injuries, accidents and illnesses.

Active Behavioral Connections Standard

PURPOSE

The objective of Active Behavioral Connections (ABC) is to build a relationship between the frontline employee and their manager or supervisor that reinforces positive behaviors, eliminates risky behaviors and allows the manager or supervisor to ensure that we are consistent with our operating values of Safety, Integrity, Customer Service, Creating a Great Place to Work and that we are the Premier Company in our industry. It is the Waste Connections Way of doing business.

Waste Connections is committed to the safety of our employees and the general public. We hold no organizational value higher than safety. Waste Connections' culture of safety is built upon the safe actions of every employee and ownership of our safety values at all levels within the organization. To foster and support our culture, Waste Connections has developed a system of employee observations known as Active Behavioral Connections (ABC). The ABC system is designed to enable the manager/supervisor to connect with their frontline employees on a regular basis to ensure that we are constantly reinforcing our operating values and continuing to raise their level of awareness.

Definitions

The following is a list of approved Active Behavioral Connections to be utilized and tracked:

In-cab: Ride with the employee for a period not less than two hours during which time you are reinforcing positive behavior, coaching risky behaviors and evaluating their customer service, vehicle condition, morale, etc.

Route Shadow: Follow the employee on route for a period not less than 30 minutes during which time you will monitor their positive behavior, risky behavior, customer service, paperwork, licenses, vehicle condition, morale, etc. At the conclusion, you will meet with the employee to discuss the findings and recognize, coach or counsel as appropriate.

Post Collection Stops: Observe the employee in the process of their duties at a post collection facility (landfill, transfer station or MRF). This generally takes less than 30 minutes during which time you will monitor their positive behavior, risky behavior, vehicle condition, morale, etc. At the conclusion, you will meet with the employee to discuss the findings and recognize, coach or counsel as appropriate.

Tailgate Talks: Take an opportunity to observe the employees as they prepare themselves and their vehicles or equipment in the yard. Following the observation, you will meet with the employee to discuss the findings and recognize, coach or counsel as appropriate.

Gate Checks: Take an opportunity to greet your employees as they exit the yard to begin their workday. Discuss things like the skills to avoid Target 4 incidents, difficult stops, vehicle condition, paperwork, licenses and evaluate their morale and preparedness for the day. Recognize, coach or counsel as appropriate.

Fuel Island Stops (Cab Inspections): Take an opportunity to greet your employees as they come into the yard at the conclusion of their workday. Discuss things like difficult stops, vehicle condition, near misses or specific events from the day and evaluate their morale. Recognize, coach or counsel as appropriate.

REQUIREMENTS TO BUILD AN EFFECTIVE RELATIONSHIP WITH EACH EMPLOYEE

Each district is required to have a minimum number of Active Behavioral Connections (Employee Observations/Interactions) between the manager or supervisor and the frontline safety sensitive employee, based on the employee's category rating.

Categories of employees:

Category	Years Employed	Employment Duration Description	Behavior Criteria
A	One Year +	Employees who have been with the company greater than one year	No preventable incidents; No identified risky behaviors and No more than 8 Drivecam/3rd Eye points in the previous three months.
B	6-12 months	Employees who have been with the company more than six months, but less than one year	No preventable incidents; No identified risky behaviors -or- ANY driver who has: accumulated 9 - 17 Drivecam/3rd Eye points in the previous three months. Changed systems in the previous three months

Category	Years Employed	Employment Duration Description	Behavior Criteria
C	New <6 months	Employees who have been with the company less than six months or;	Any employee who has been involved in a preventable incident in the previous six months or; observed performing risky behaviors in the previous six months or; accumulated 18 or more Drivecam/3rd Eye points in the previous three months.

Frequency and type of (ABC) required by employee category type:

- Category A – Manager or supervisor will meet with the employee once a month utilizing any of the approved methods listed below. An in-cab or route shadow ABC must be completed at least once per quarter.
- Category B – Manager or supervisor will meet with the employee once a month utilizing any of the approved methods listed below. An in-cab or route shadow ABC must be completed at least twice per quarter.
- Category C – An ABC must be performed each week for; 1) new employees during their first 90 days, 2) 4 weeks following any preventable incident or 3) 4 weeks when the accumulation of 18+ Drivecam points occurs during the previous three months. Manager or supervisor will meet with the employee once a month utilizing an in-cab or route shadow for any of the 3 situations in Category C.

Target Four

At Waste Connections, our safety goals are to:

- Create the safest work environment in the industry;
- Develop a world-class culture of safety; and
- Be viewed as a great place to work.

Waste Connections' safety processes are effective. Many of you have been using these processes with great success for many years and have reaped the benefits of fewer accidents and injuries. Now is the time for us to transition to the next level of safety. It will start with a program known as the "Target Four."

The key to success in any behavior/risk based safety process is the managers and supervisors taking personal ownership. In short, the wellbeing of our employees, our company, and the public we serve and work around, depends on us doing it right and doing it safe.

The "Target Four" program is designed to reduce, eliminate and ultimately eradicate the four most frequent, serious, costly and often life-changing preventable incidents that occur in our industry. These incidents are as follows:

- Intersection collisions
- Backing collisions
- Rear collisions
- Rollovers

The goal of the program is to equip our frontline employees with a heightened level of awareness and skills needed to avoid "Target Four" incidents. As managers we must take a zero tolerance approach to these incidents. In other words, we must ensure that every employee understands the

importance of avoiding them and has the skills to do so. We must take appropriate corrective action when unsafe behaviors occur and when those unsafe behaviors result in incidents.

We are confident that these durable and proven processes, when properly executed and embraced in a disciplined and sustainable approach, will help us to realize the goals stated.

We are very excited about these tools and the team we have in place to deploy them. Waste Connections is known for having the best people, who produce the best results. We cannot and will not fail to do the right thing and create the safest organization in the industry.

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TARGET FOUR DEFINITIONS

INTERSECTION

An intersection incident is an incident that occurs where the road surfaces of two or more roads meet, such as a "T" or 4-way intersection. These can be controlled or uncontrolled and include turning into and out of driveways and entrances.

An example of an intersection incident would include two vehicles colliding while one of the vehicles is exiting an alley, a parking lot, a driveway. Another example is the traditional type of intersection incident, two or more vehicles colliding at a stop light or stop sign.

REAR COLLISIONS

A rear collision incident is when a Waste Connections vehicle makes impact with another vehicle that is traveling in the same direction as a result of the Waste Connections vehicle not being able to stop in time.

These types of incidents are generally the result of speed, driver inattention and failure to maintain a safe and proper following distance.

ROLLOVER

A rollover incident is defined as when a Waste Connections vehicle comes to rest with one or more of its wheels not having contact with the ground.

This would include a truck, which veered off the road, and although not on its side, the wheels on one side or the other are not making contact with the road surface and it requires a tow truck or other vehicle to assist in getting it upright.

BACKING

A backing incident occurs when an Waste Connections vehicle is involved in an incident while in reverse or moving backwards, regardless of the location of the driver or helper.

This would include those incidents wherein the driver exited the vehicle failing to properly set the brake and the Waste Connections vehicle rolls backward into another vehicle or property.

GUIDANCE

The reporting requirements for "Target Four" incidents include the following:

Target Four incidents (Intersections, Backing, Rear Collision and Rollover) involving losses as defined below will require immediate notification (within 2 hours) to the appropriate Region Safety Manager utilizing the reporting form.

Additionally, each incident will have a follow-up conference call scheduled within 72 hours. Required participants for the call will include the District Manager/Site Manager, Division VP, Region Safety Manager and Shawn Mandel (NOTE: the RVP, Director of Risk and others may be invited to participate on the call as optional).

ALL Target Four incidents involving any of the following will require this reporting process:

- Total incident cost exceeds $5K (includes internal and third party claim cost)
- Bodily injury requiring medical treatment
- Any vehicle Rollover incident

This reporting requirement will be in addition to the current reporting requirements as determined by the Corporate Risk Department and/or the Region.

Health and Safety Program Elements (PA-P001)

Purpose

This document describes the basic elements of the health and safety programs (HSP) for all operating locations to meet regulatory requirements and implement the company safety values.

Applies To

The Health and Safety programs in this manual apply to all Waste Connections Inc.'s subsidiaries' landfill, hauling and recycling operations.

The term landfill, hauling and recycling operations as used in these programs, means any district, facility, satellite location or other site owned or operated by the Company. Landfill, hauling and recycle operations include, but are not limited to: treatment, storage or disposal facilities, energy production facilities, transfer facilities, recycling facilities, collection and transportation operations, and bio-solids land application projects.

Company operations not covered in this manual will continue to operate under their current health and safety manuals unless notified.

HSP Program Implementation Responsibilities

The HSP Program is provided to guide the successful implementation of the company safety and compliance values. Effective safety and compliance programs are characterized by:

- Management support for the programs;
- Recognition throughout the organization that accidents and injuries to personnel can be prevented;
- Understanding that poor safety performance is an indication of deficiencies in management ability;
- Positive, proactive relations with regulatory agencies.

Management Responsibilities

Region, Division and District management are responsible and accountable for the HSP performance of each unit. The measures for accountability are: accident and injury cost control; regulatory citations and fines; and program implementation. Short-term and long-term goals must be established which reflect the unit plan for achieving continuous improvement in each measurable area.

HSP Programs should be managed just like any other critical component of the business. Program implementation should be planned and budgeted. The plan and success in implementation should be reviewed as a segment of the monthly operating review.

Employee's Responsibilities

Employees are responsible to work without injuring themselves, their co-workers, or third parties. They are also responsible to report unsafe conditions, observe the company rules and policies and to operate company equipment safely and prudently. Accidents and injuries must be reported to supervision immediately regardless of the severity of the incident.

Incentive and Disciplinary Programs

Recognition and discipline are effective tools in the promotion of safety awareness and positive behavior patterns. Incentive programs must be equitably implemented to motivate and reward outstanding safety and compliance performance. Disciplinary measures must be progressive and applied consistently with respect to the severity and frequency of the infraction.

HSP performance should be a significant component in performance evaluations and incentive and compensation decisions made for managers and supervisors (poor HSP performance will result in higher claims costs, lower productivity, and/or additional expenses for correcting problems).

HSP related misconduct includes intentional or negligent actions that cause non-compliance, or serious health or safety risks. HSP related misconduct also includes actions that deceive the company or a governmental agency regarding compliance issues. These actions are subject to the company progressive disciplinary procedure standard, which can result in termination of employment. Disciplinary actions should also address repeated errors or poor judgment leading to accidents.

Training

Personnel must be provided adequate training and/or possess sufficient experience, to work without injury or damaging facilities, equipment or property. Training required by the regulations or the company is defined in PA-004.

Program Assessments

Program effectiveness is directly related to the planning for implementation and effective use of resources. To effectively set objectives, use resources and maintain continuous improvement, one must know the current status relative to the standards. Accordingly, a requirement is established for each District to annually evaluate program status versus the standards using the assessment tool in REG-P002. A formal assessment by Corporate, or Regional safety personnel may take the place of this requirement.

Program Clarification and Regulatory Interpretation

Questions about the program requirements or regulatory interpretations should be directed to the Corporate Safety Director.

District Safety Program (PA-P002)

Purpose

The purpose of this policy is to describe the components and responsibilities for a District safety program in order to provide a safe and healthy work environment for company employees.

Typical Safety Program Description

The following is a description for a typical district safety program:

1. Major Responsibilities:

- The District will serve as the primary resource to guide the implementation of the WCI Health and safety programs.

2. Key Functions:

- Develop the District specific programs required for compliance with regulatory requirements and company policy and as required to achieve the company values.
- Conduct or arrange for the training of District personnel.
- Maintain District statistical information.
- Coordinate the investigation of accident and incidents and the settlement of District assumed claims.
- Maintain a current copy of Federal, state and local health and safety regulations.
- Coordinate the conduct of monthly facility inspections.

Safety Budget Considerations

The following budget accounts are usually associated with safety:

- Safety Bonus
- Worker Compensation Claims
- Uninsured Losses
- Safety Program Expense
- Seminars and Education
- Security
- Shop Supplies

The following items are some of the safety-related items that are most often needed at the Districts and should be considered when formulating the budget:

Vehicles and Equipment

- Back-Up Alarms – Strobe Lights
- Back-Up Cameras

- Fire Extinguishers
- Midway Turn Signals
- Roll-Off Rear Window Protection
- Forks-Up, Frame-Up, Tailgate/Body-Up Alarms/Lights
- Battery Disconnects
- In-cab Video Recording Technologies (DriveCam, 3rd Eye, etc.)

Safety Supplies

- First-Aid Kits
- Bloodborne Pathogen Kits
- Spill Response Kits
- Signs / Posters
- MVR Check annually
- Safety Manuals
- Heat Stress Relief
- Employee Handbooks and other printed documents

Personal Protective Equipment

- Respiratory Protection
- Gloves
- Backbelts
- Safety Glasses, goggles, faceshields
- Boot/Shoe Allowance
- Rain Slickers
- Hi-Visibility Vests
- Hard Hats
- Welding Leathers

Safety Programs

- Smith System Driver Training
- 901T Driver Safety Training
- New Employee Orientation, Refresher Training
- Monthly Safety Meetings
- Safety Designate Training
- Safety Incentive / Award Programs
- OSHA & DOT Regulatory Compliance Programs, Supplies, Aids, Etc.

Training Supplies

- Television(s), Projectors
- DVD Players and/or Similar Devices
- Videos, DVDs, Films, Videotape Rental
- Flipcharts / White Board
- Chairs / Tables

Medical Examinations

- D.O.T. Medical Exams
- Drug / Alcohol Testing
- Respirator Physical Exams
- Audiometric Exams
- Safety Designate Training

Regulatory Considerations

- Copies of OSHA Regulations
- Copies of Federal and State DOT Regulations

Safety Rules and Discipline Program (PA-P003)

Purpose

The purpose of this policy is to define the work and safety rules and describe the disciplinary process. The rules are established to identify acceptable and unacceptable behavior and to protect the employees, the customers, the general public and the company assets. The rules are derived from the company Employee General Policies and Benefits Handbook and Drug and Alcohol Policies.

Work/Safety Rules

In order to ensure employee health, safety and fairness, and to provide for mutual protection, the following actions on the part of the employee are contrary to the health and safety of company employees and the public. Waste Connections and its subsidiaries personnel, therefore, are prohibited from these actions:

1. Reporting to work while under the influence of alcohol or drugs. The presence in any employee of any drug or alcohol, in any amount that exceeds the threshold level established by the company, while performing company business or on company property, is a violation of these work rules.
2. Use of any illegal drug
3. Possession or storing of alcohol or drugs on company property.
4. Failure to comply with the Company's alcohol and drug free workplace policy and testing requirements.
5. Theft or unauthorized appropriation (actual or attempted) of any property or items owned by the Company, another employee or a customer.
6. Failing to report incidents and injuries to a supervisor or company official on the day of occurrence regardless of severity.
7. Fighting or attempting to inflict bodily injury upon an employee, visitor, or customer or while on duty, on Company property or at a Company function.
8. The possession or use of any weapon such as a firearm, knife, club, etc. while on Company property, in Company equipment or vehicles, at a customer location, or otherwise on duty unless authorized in writing by Management.
9. Sexually harassing an employee or customer.
10. Leaving the scene of an incident.
11. Committing a felony involving the use of a Company vehicle or equipment.
12. Negligently operating or driving a Company vehicle that was involved in an incident resulting in a fatality, serious injury or major property damage.
13. Intentionally or maliciously destroying property belonging to the Company, another employee or a customer.
14. Offenses leading to disqualification of drivers as codified in 49 CFR 383.51 or 391.15.
15. Using abusive, obscene or threatening language toward another employee or customer.

16. Failing to immediately notify the Company if the privilege to operate a motor vehicle has been revoked, suspended, denied, withdrawn or expired.
17. Failing to maintain a valid and current commercial drivers license with proper endorsements issued by one State or Province.
18. Falsifying any records, including but not limited to submitted medical statements, DOT documentation or Company records.
19. Absence for three (3) consecutive workdays without properly notifying Company management.
20. Failing to notify a supervisor or company official if unable to report for work. The employee must call in and speak to a manager. Leaving a voicemail message is not acceptable notification and will be counted as a "no-call, no-show" occurrence.
21. Tampering with a time card, or other time keeping record or device, or permitting another person to punch or tamper with your time card, or other time keeping record or device.
22. Failing to punch time card at the beginning and/or end of each work shift, unless otherwise authorized by the Company.
23. Leaving Company premises or scheduled work area/route during working hours without authorization.
24. Transporting unauthorized passengers in any Company vehicle or heavy equipment.
25. Stopping work prior to completion of shift without permission of supervisor or company official. This is considered by the Company to be a voluntary resignation.
26. Failing to comply with written or verbal instructions issued by a supervisor.
27. Riding on the rear step, or on any outside portion of the vehicle, while that vehicle is backing.
28. Driving with the hydraulic cylinders extended. For example:
a. Rear door is in raised position
b. Tilt frame raised
c. Rear load truck packing cylinder extended toward rear of unit
d. Front load truck arms must be at the proper level with the forks in an retracted position
29. Standing, walking or positioning oneself behind a roll-off truck whose tilt frame is in a raised position unless the wheels are chocked and there is no container on the tilt frame.
30. Standing, walking or positioning oneself under any raised tailgate unless the gate is blocked open.
31. Standing, walking or positioning oneself in the path of a rear swing door that is latched in the open position while the tilt frame is raised.
32. Entering the body of any vehicle unless the vehicle is locked out and all hazardous energy has been dissipated, removed and/or controlled.
33. Reversing the direction of travel, or backing up, without being aware of the location of all helpers.
34. Dismounting from any moving vehicle.
35. Disclosing, misusing or removing Company records without proper authorization.
36. Sleeping or appearing to be sleeping on duty.
37. Excessive absenteeism and/or tardiness as defined by the facility policy.
38. Packing "on-the-run."
39. Failing to notify a supervisor or company official prior to the start of the shift if any prescribed or over-the-counter medication is being taken that may affect job performance.

40. Scavenging or salvaging any item intended to be disposed of for personal acquisition or use.
41. Failing to report a known unsafe condition or an observed unsafe act to a supervisor.
42. Exceeding posted speeds.
43. Driving any vehicle declared and marked "Out of Service".
44. Operating a motor vehicle when the following emergency equipment is not in place and ready for use.
a. A gauge readable fire extinguisher with a rating of 10 BC or more
b. Three (3) bi-directional emergency reflective triangles
45. Failing to use and complete the driver's log on any day where the combined time between two consecutive off-duty periods of 10 hours or more exceeds 12 hours.
46. Failing to properly perform pre-trip and/or post-trip inspections of equipment, failing to inspect equipment after each loading and unloading, and/or failing to operate and maintain equipment in reasonable good appearance.
47. Failing to complete a VCR (Vehicle Condition Report).
48. Smoking except at designated smoking areas at landfills, material resource receiving and/or transfer facilities
49. Failing to wear seat belts at all times when the vehicle or piece of equipment is in operation except on manual residential collection routes. This exclusion for manual collection residential routes only applies if all of the following conditions are met:
a. The truck is solely engaged in intrastate operations,
b. State law provides a specific exemption for waste collection drivers
c. The driver is the only occupant of the cab
d. The driver is engaged in collection activity that requires exit and entry from the cab at each stop
e. The speed of travel does not exceed 10 mph, and
f. The distance traveled is less than 2/10 mile (approximately 2 city blocks) between stops requiring exiting the cab for service.
50. Operating vehicles if any tire is:
a. flat
b. leaking
c. has exposed belt or ply
51. Placing or allowing placement of decals, labels, stickers, or any other vision reducing material on windshields, mirrors or windows.
52. Making right or left turns or changing lanes without providing the proper signal.
53. Failing to use 4-way emergency flashers when:
a. It is necessary to stop the vehicle on the shoulder due to a malfunction
b. Due to a heavy load or going up an incline cause the vehicle to decrease speed
c. It is necessary to communicate your presence due to low visibility weather condition.
d. Engaging in work requiring the vehicle to travel in "creep" speed such as residential work.
54. Failing to clean debris in front of the blade at least daily.
55. Failing to clean cabs on a daily basis

56. Using the Company's radio/telephone communication system for purposes other than business or emergency.
57. Operating vehicles against traffic flow or zigzagging.
58. Pushing disabled (stuck, bogged down) vehicles.
59. Driving vehicles in convoy.
60. Loading containers whose product is smoldering or suspected of being a "hot" load.
61. Failing to keep hands and feet clear from the hopper during the cycling process.
62. Tampering with tachography, service recorders, in-cab recording devices, governors and/or safety equipment.
63. Failing to complete the company required reports or forms properly and accurately before the end of the current work shift.
64. Failing to adhere to the appropriate dress code as prescribed by the Company.
65. Loitering during work hours.
66. Doing personal work or personal business while on duty unless authorized by supervisor.
67. Soliciting during working time, unless authorized by a supervisor or company official.
68. Operating a vehicle without using the headlights.
69. Failing to wear prescribed personal protective equipment.
70. Failing to follow routing as designated or instructed.
71. Engaging in horseplay while on duty.
72. Failing to adhere to a company or site safety requirement.
73. Entering a restricted area without authorization.
74. Removing or disturbing any coverings, guards, or safety devices placed on vehicles, gears, moving equipment, or machinery except to service or repair such equipment after which all guards must be properly replaced before returning the equipment to service.
75. Altering a vehicles steering wheel or use of a steering knob.
76. Driving a vehicle with helpers on the rear step or riding on the rear step when the vehicle is driven in excess of 10 mph or the travel distance exceeds 0.2 miles between stops.
77. Failure to comply with established safe work practices or safe driving practices.

Incident/Injury Improvement

Waste Connections has established a policy to respond to preventable/at-fault incidents and injuries. This policy was put in place to identify dangerous situations and to correct unsafe behavior. Proper investigation of incidents and injuries by district management is the key to this process.

The following steps are a guideline for post incident/Injury counseling:

1. Incident/Injury Improvement Program Form: Following a preventable incident or injury, use the Incident/Injury Improvement Program form (PA-F001) to document disciplinary action, additional work observations and additional training that will be conducted. Form should be signed by supervisors and driver.

2. Observation Form: If an unsafe act is identified by a supervisor, the work/route observation form (RPT-F004 to RPT-F007 and RPT-F011) should be used to provide documentation of corrective action. The supervisor should provide immediate instruction to the employee so he/she can safely perform the task/activity.
3. Additional Training: Employees should be given additional training/retraining on any subject identified through observation or incident investigation.
4. Written Warning: After a preventable/at-fault incident or injury occurs, the employee may be placed on written warning. The written warning may outline the performance standard expected of all WCI employees.
5. Termination of Employment Employees may be terminated for failure to work safely. As a guideline, any combination of three preventable/at-fault incidents/injuries in a 12-month period is grounds for termination.

The disciplinary sequence can be modified at the discretion of Management depending upon the seriousness and / or the consequence of the transgression. Even the first violation can result in termination of employment.

Incident Repeater Policy

Waste Connections, Inc. is committed to employing professional, competent drivers with driving records that reflect their dedication to driver safety. This policy has been developed in order to define this District's standard for driver performance, and it applies to any employee who may, at any time during the course of their normal duties, operate any vehicle owned, operated, leased or rented by Waste Connections, Inc.

1. Standards of Proficiency
a. No more than four (4) moving violations in a consecutive 3 year period.
   A MOVING VIOLATION IS ANY TRAFFIC TICKET (CITATION) WHICH RESULTS IN A CONVICTION AND WHICH WAS RECEIVED FOR DRIVING WHEN THE VEHICLE IS IN MOTION, BASED ON LOCAL STATE MOTOR VEHICLE LAWS. IT MATTERS NOT IF THE CITATION WAS ISSUED WHILE DRIVING A PERSONAL VEHICLE OR OTHERWISE.

b. No more than two (2) preventable incidents within a consecutive 12 month period. A preventable incident is one in which the driver failed to do everything reasonable he/she could have done to prevent the incident. There is no minimum or maximum dollar amount associated with an incident.
2. One (1) major violation and/or incident could be cause for immediate termination at management's discretion. A major violation or incident is one that demonstrates gross negligence or disregard for hazard to life or property. Examples of this are
a. Driving under the influence of drugs or alcohol.

b. Driving on a suspended or revoked license.
c. Reckless driving.
d. Hit and run.
e. Major vehicle incident.

Disciplinary Program

The principles of progressive disciplinary action will be adhered to in every case except those classified as "Major Violations and Incidents." Progressive disciplinary action for substandard driving performance will be based on a review of the driver's Motor Vehicle Record, personnel file and fleet incident records for a consecutive 12 month period.

The supervisor will decide how best to address concerns regarding an employee's performance or conduct. The following steps are a guideline for performance counseling situations:

1. **Verbal Warning:** If a concern is noted by a supervisor, the supervisor may first meet with the employee to discuss the situation. A time frame may be set during which the employee will need to meet performance standards. The discussion may be noted on an Employee Meeting Notice form.
2. **Written Warning:** If standards are not met after a verbal warning, the employee may be placed on written warning. The written warning may outline the performance standard and the time frame in which the employee must correct the concern.
3. **Termination of Employment.**

The disciplinary sequence can be modified at the discretion of Management depending upon the seriousness and / or the consequence of the transgression. Even the first violation can result in termination of employment.

Guidelines for Evaluating New Drivers

1. No incidents in the last 12 months classified as preventable with property damage over $2,500, a personal injury, or a fatality
2. No preventable incidents involving major property damage (over $5,000) or serious injury to other persons in the last 3 years.
3. No more than two moving violations in the last 12 months or three moving violations in the last 2 years.
4. No license suspensions for excessive moving violations within the last 3 years.
5. No convictions for DUI (alcohol, schedule 1 drugs, or other controlled substances) during the last 5 years.
6. No felony convictions during the last 5 years.

Discipline Guidelines for Current Drivers

1. During the first three months of employment, a driver is in a probationary status and any at-fault incident can result in termination.

2. No more than three at-fault incidents within any one-year period. Suggested discipline for each at fault incident should progress as follows:

   a. **1st at-fault incident – Written Warning:** For every moving violation or preventable incident, the minimum disciplinary action will be a written warning and counseling by the Operations Manager and the District Manager, and retraining and check rides. Other disciplinary action, up to and including suspension or termination if appropriate depending on the circumstances, may occur.

   b. **2nd at-fault incident – Three Day Suspension Without Pay:** For two preventable incidents, the minimum disciplinary action will be a written warning and counseling by the Operations Manager and the District Manager, and retraining and check rides. Other disciplinary action up to and including suspension or termination if appropriate depending on the circumstances, may occur.

   c. **3rd at-fault incident – Termination:** For three (3) preventable incidents within a 12 month period or five (5) moving violations in a three (3) year period, the minimum disciplinary action will be termination. Reclassification to a non-driving position is not acceptable as an alternative to termination.

3. Any driver that has an at-fault incident, resulting in more than $2,500 worth of property damage, an injury or a fatality will be put on probation for a six-month period. Any work rules violation or at-fault incident during the probationary period will result in termination.

4. Any driver that is *charged* with a work-related Driving Under the Influence of Alcohol or a Controlled Substance (DUI) is suspended without pay until the resolution of his/her court case.

5. Any driver that receives a *conviction* for a non-work related offense (off duty) that is alcohol related (ex: DUI is plead down to "wet and reckless") will be placed on a one-year probation and must attend our Employee Assistance Program (EAP). Any work rules violation or at-fault incident during the probationary period will result in termination.

6. Any driver that receives a conviction for a work related offense (on duty) that is alcohol related will be terminated.

7. Any DUI *conviction* will result in immediate termination.

Training and Safety Meetings (PA-P004)

Purpose

The purpose of this policy is to provide guidance on the conduct and required documentation for employee training to ensure employees are properly informed and educated on proper workplace procedures and the identification of safety and health hazards.

Requirements

1. Provide orientation training for employees prior to initial job assignment and when an employee changes jobs.
2. Conduct Safety meetings at least once per month to provide refresher training
3. Document training (PA-F002, *Employee Training Record*, for initial training and PA-F003, *Safety and Training Meeting Record*, for safety meetings).
4. Provide make-up training sessions to assure complete employee attendance. Make-up training must have the same content as the original training.

Reference

USA

The following list identifies training required by the Occupational Safety and Health Administration (OSHA). This list is taken from OSHA Appendix H: Training Requirement References for General Industry and Construction.

General Industry 29 CFR 1910
Personnel covered by the general industry requirements may also be covered by the construction standards when performing construction activities.

- Employee Emergency Plans and Fire Plans 1910.38(a)(i)(ii)(iii), 1910.38(b)(4)(i)(ii)
- Operations Training 1910.66(i)(ii through iv)
- Care and Use appendix C, Sec. 1 1910.66(e)(v)(i)
- Personal Protection 1910.94(9)(I), 1910.94(9)(vi)
- Inspection Maintenance, and Installation 1910.94(11)(v)
- Hearing Protection 1910.95(I)(4)
- raining Program 1910.95(k)(i)
- Ionizing Radiation 1910.96(I)
- Testing 1910.96(3)(viii)
- Flammable and Combustible Liquids (1910.106(b)(5)(vi)(v)(2)and(3)
- Explosives and Blasting Agents 1910.109(d)(3)(i)
- 1910.109(d)(3)(iii)
- 1910.109(g)(3)(iii)(a)
- 1910.109(g)(6)(ii)
- Bulk Delivery and Mixing Vehicles 1910.109(3)(d)(iii)

- Storage and Handling of Liquefied Petroleum Gases 1910.110(b)(6)(12)(i)
- 1910.111(b)(13)(ii)
- Process Safety Management of Highly Hazardous Chemicals 1910.119(g)(1)(i)and(ii) and 1910.119(g)(3)
- Contract Employer Responsibilities 1910.119(h)(3)(ii)(iii)(iv)
- Mechanical Integrity 1910.119(j)(3)
- Hazardous Waste Operations and Emergency Response 1910.120(e), 1910.120(o)(i), 1910.120(p)(8)(iii), 1910.120(q)(4), 1910.120(q)(5), 1910.120(q)(6)(i)(ii)(iii)(iv)(v)
- Respiratory Protection 1910.134(a)(3) 1910.134(b)(3)
- Control of Hazardous Energy (lockout/tagout) 1910.147(a)(3)(ii)
- Medical Services and First-Aid 1910.151(a)(b)
- Fire Protection 1910.155(iv)(41) • Fire Brigades 1910.156(b)(1)
- Portable Fire Extinguishers 1910.157(g)
- Fixed Extinguishing Systems 1910.160(b)(10)
- Fire Detection Systems 1910.164(c)(4)
- Powered Industrial Trucks 1910.178
- Mechanical Power Presses 1910.217(e)(3)
- Oxygen-Fuel Gas Welding and Cutting 1910.253(a)(1)(4)
- Arc Welding 1910.254(a)(3)
- Resistance Welding 1910.255(a)(3)
- Hazard Communication 1910.1200
- Bloodborne Pathogens 1910.1030(g)(2)(i)through(ix)
- Occupational Exposure to Hazardous Chemicals in Laboratories 1910.1450(f)(4)(I)(C)
- Permit Required Confined Space Entry 1910.146(g)(1); (or as shown in 1926.21 below)
- Heat Stress / Cold Stress OSHA General Duty Clause

Construction 29 CFR 1926
Construction personnel may also require training per the General Industry requirements.

- General 1926.21
- Medical Services and First Aid 1926.50(C)
- Compressed Air 1926.803(a)(1)and(2)
- Fire Protection 1926.150(a)(5), 1926.352(e)
- Hand tools 1926.302(e)(1)(2)
- Gas welding & cutting 1926.350(d)
- Arc Welding 1926.351(d)(1-5)
- Scaffolding 1926.451(a-d)(g,h,k)
- Hoists 1926.552(a)
- Material handling equipment 1926.602(c)(i)
- Excavations 1926.605(I)
- Overhead cranes 1926.955(b)(3)

- Ladders 1926.1053(b), 1926.1060

  Federal Highway Administration, DOT Transportation 49 CFR 382

- Substance Abuse Training 49 CFR 382.601 (a)
- Entry-level Driver Training Requirements 49 CFR 380.503

Safety Committees (PA-P005)

Purpose

The purpose of this policy is to describe the function and conduct of a District safety committee.

General

Safety committees are instituted to provide employee participation in the safety program and to help identify unsafe conditions. The express purpose of the committee is to deal with matters of safety and not with conditions of employment. The committee will gather and disseminate information without specific proposals to be adopted or acted upon by management.

The committee exists for the sole purpose of gathering and disseminating information.

Organization

1. The committee should be composed of an employee from each of the functional areas on the facility (e.g. maintenance, drivers, office, and operations) and a representative of management.
2. The committee members will serve on the committee for one year. When the committee is initially formed half the committee will serve for only 6 months.
3. A committee member should not succeed himself. A minimum period of 1 year should be observed to provide opportunities for a greater number of people to participate in the program.
4. In the event of a vacancy, a new member will be appointed by the committee to complete the term of office.
5. The committee will select a chairperson and recording secretary.
6. Meeting frequency will be determined by the committee, but will be held a minimum of once a month.
7. The date, hour, location and agenda for the meetings will be determined by the committee in conjunction with operations and posted one week prior to the meeting.
8. The length of each meeting will vary by location. The committee should allow a minimum of 1 hour for the Accident/Injury Reviews, new business and old business. Additionally, a minimum of 1 hour should be allowed for facility and vehicle inspections.
9. Minutes of the meeting should contain the names of attendees and a summary of the discussion.
10. Copies of the minutes should be provided to management and be posted on the board for employee review.

Activities

Safety committees typically perform functions such as:

1. Conduct facility, vehicle and equipment safety inspections with appropriate supervisor(s).
2. Assist in accident investigation to uncover trends.
3. Review accident reports to determine methods to identify causal factors.

4. Safety committees typically do not determine accident preventability, as that is a function of the management team.
5. Promote and publicize safety.

   Safety committees do not discuss bargainable issues, or any issues related to collective bargaining agreements.

Meeting Plan

1. Ensure that all members are aware of the time and place of the meetings. A sign-off sheet attached to the meeting announcement provides the best documentation.
2. To enhance the effectiveness of the committee, attendance is considered to be mandatory for all committee members.
3. Set the preliminary agenda for the next meeting before ending the current meeting. Bargainable issues are not to be discussed.
4. When possible, handouts, pictures, diagrams, or posters to illustrate topics and concerns should be used.

Recommended Agenda

1. Call to order - the chairperson calls the meeting at a specific time.
2. Approval of Minutes - the minutes of the prior meeting are read and reviewed and then approved with any changes noted by the committee secretary.
3. Old Business - discussion and progress report on issues that have been raised at previous meetings. Receive status reports from persons assigned to follow issues to resolution.
4. New Business - Discussion of new or recent issues. A plan for action is developed and a person appointed for follow-up of the issue. Facility inspections - Divide the group equally and have one group perform a facility inspection while the other group inspects vehicles.
5. Meet as a group to discuss findings.
6. Review Incident and accident, injury, hazard observation and inspection reports.
7. As the report is reviewed a course of follow-up action is determined. The committee should be looking for trends or common causal factors.
8. Any special requests or unusual business is discussed and acted upon.
9. Adjournment - The chair adjourns the meeting, after determining the date and time of the next meeting and developing a tentative agenda. The committee secretary records the time the meeting ends.
10. Follow-up - Meeting minutes are typed, posted and distributed to appropriate individuals.

Safety Meeting Annual Schedule

Training materials provided for each training topic.

	Collection	Shop	Office	Post Collection
January	Slips/Trips/Falls Housekeeping	Slips/Trips/Falls Housekeeping	Slips/Trips/Falls Housekeeping	Slips/Trips/Falls Housekeeping
February	Emergency Action Plans Fire Extinguishers	Emergency Action Plans Fire Extinguishers	Emergency Action Plans Fire Extinguishers	Emergency Action Plans Fire Extinguishers
March	Incident Reporting/Procedure Safety Belts Video - What To Do If You Are In An Accident	Incident Reporting/Procedure Safety Belts Video - What To Do If You Are In An Accident	Incident Reporting/Procedure Safety Belts Video - What To Do If You Are In An Accident	Incident Reporting/Procedure Safety Belts Video - What To Do If You Are In An Accident
April	Hot Weather/Heat Illness Material Handling	Hot Weather/Heat Illness Material Handling	Hot Weather/Heat Illness Material Handling	Hot Weather/Heat Illness Material Sorting & Baling Operator Safety Material Handling
May	Lock Out/Tag Out - Except Oregon & Washington Sites Confined Space- Except Oregon & Washington Sites	Lock Out/Tag Out - Except Oregon & Washington Sites Confined Space- Except Oregon & Washington Sites	Lock Out/Tag Out - Except Oregon & Washington Sites Confined Space- Except Oregon & Washington Sites	Lock Out/Tag Out Confined Space
June	Respiratory Protection Hearing Conservation	Respiratory Protection Hearing Conservation	First Aid	Respiratory Protection Hearing Conservation

	Collection	Shop	Office	Post Collection
July	Hours of Service Driver Wellness	Cranes/Hoists/Slings/Chains	Stress Management	Post Collection Inspection Asbestos
August	Bloodborne Pathogens Employee Rights to Access Records Form Spill Response	Bloodborne Pathogens Employee Rights to Access Records Form Spill Response	Bloodborne Pathogens Employee Rights to Access Records Form Spill Response	Bloodborne Pathogens Employee Rights to Access Records Form Spill Response
September	Cold Stress Winter Preparation	Cold Stress Electrical Safety Winter Preparation	Cold Stress Electrical Safety Winter Preparation	Cold Stress Electrical Safety Trenching Winter Preparation
October	Driving in Adverse Weather Distracted Driving	Weld/Cut/Brazing Powered Platforms Distracted Driving	Ergonomics & Stretching Distracted Driving	Ergonomics & Stretching Distracted Driving Powered Industrial Platforms
November	Hazard Communication	Hazard Communication	Hazard Communication	Hazard Communication
December	PPE Personal Protective Equipment Hazard Evaluation	PPE Personal Protective Equipment Hazard Evaluation	PPE Personal Protective Equipment Hazard Evaluation	PPE Personal Protective Equipment Hazard Evaluation

Waste Connections PM Program Overview

PM Training

- ## What is Preventative Maintenance?

  - **Preventive Maintenance is a schedule of planned maintenance actions aimed at the prevention of breakdowns and failures.**

  - **Preventive Maintenance (PM) is based on a cause-and-effect relationship between scheduled maintenance and operating reliability.**

PM Training

Preventive Maintenance Schedule - Waste Connections, Inc.

PM Name & Type	Days Interval Standard Oil	Days Interval Extended or Synthetic Oil	Hours Interval	Oil Sample Requirement
PM A - Lubrication	21 Days	N/A	150, 175, 185, 195	NA
PM B - Diesel - Lube, Oil, Filters = 15/40	42,63,84,105,126,147 Days	Spare unit 357 days 500 hours	300, 350, 400,450-500.600,700	At time of Oil Change
PM B - Diesel or CNG Lube, Oil, Filters = 10/30	147 or 168 Days	NA	700 or 900	Mid-Drain Sample 350 or 450
PM C - Auto Transmission	168 - Dextron 111/Mercon	714 - TransSynd (synthetic)	N/A	NA
PM D1 - Hydraulic Filter / Sample	168	N/A	N/A	Every 168-Days
PM D2 - Rear End	357 - All Purpose Gear Oil - 85W/140	1092 - SynGear Oil - 80W140	N/A	NA
PM D3 - Adj Intake & Exhaust Valves	714	Or manufacturer specs	Or manufacturer specs	NA
PM D4 - Winterization	357	N/A	N/A	NA
PM E - DOT/BIT	357	N/A	N/A	NA
PM F - Rods & Mains	714	Or manufacturer specs	Or manufacturer specs	NA
PM G - Trailer	Hydraulic / Motorized - 42 days	Non Hyd/ Non motorized - 84 days	N/A	NA
PM H - Hydraulic Oil Change	357 Non Synthetic	903 Synthetic	N/A	At time of Oil Change or 168-days
PM L - License Renewal	357	N/A	N/A	NA
PM M - Manual Transmission	357 Non Synthetic	1806 - Synthetic	N/A	NA
PM PU - Pick Up	42, 63, 84, 105, 126 days for 3-5,000 miles		147, 168 days for 7,000 miles syn	NA
PM E1 - DPF Filter Service	357 Days	N/A	N/A	NA
PM Y - Forklift/Manlift and Scissorlift	A=84 day 100 hours = B=168 day 250 hrs. PM-E = 357 day or 1,000 hrs. PM-F = 714 day or 2,000 hrs.	N/A	N/A	NA
Hydraulic Hose PM Service - (optional service)	462-days & 546-days & 903-days	N/A	N/A	NA
Automated Arm	Included with your PMA & PMB Service	N/A	N/A	NA
CNG Tank Certification	1092	Or 36,000 Miles or 58k KM	N/A	NA
Periodic Safety or Safety Compliance Insp.	Quebec = 4-months	N/A	N/A	NA
Periodic Safety or Safety Compliance Insp.	British Columbia & Manitoba = 6-months	N/A	N/A	NA
Periodic Safety or Safety Compliance Insp.	COMAR = 6-months	N/A	N/A	NA
Periodic Safety or Safety Compliance Insp.	Alberta & Ontario 12-months	N/A	N/A	NA

MAINTENANCE TEAM — TAKING IT TO THE NEXT LEVEL

PM Training

- How do we know when a PM is due?
  - RTA using engine hours and days
  - Oil analysis results
  - Major component rebuild/replacement

PM Training

- Why do we do PM's?

    – The primary goal of preventive maintenance is to help prolong the life of the vehicle and reduce vehicle failures therefore providing a worry free driving experience.

    – Maintain the safety aspect set forth by the OEM.

    – Maximize the return to our investors.

PM Training

- **Who has the most important job in the shop?**
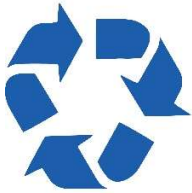
Pacific Disposal

Customer Service

Training Manual

Updated 08/24/2021

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