

WASTE CONNECTIONS  
*Connect with the Future®*

.....  
**2021 SUSTAINABILITY REPORT**  
.....



## ABOUT WASTE CONNECTIONS

---

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](http://www.wasteconnections.com).

## IN THIS REPORT

---

Letter from the Chief Executive Officer	2	Employee Engagement	28
Summary Statistics	4	— COVID-19 Focus	30
Operating Values	7	— Servant Leadership	34
Progress Toward Our Targets	8	— Engagement	36
Our Sustainability Targets	10	— Diversity and Inclusion	38
Environmental Stewardship	12	— Safety	40
— Our Net Negative Carbon Footprint	14	— Employee Training and Development	42
— Resource Recovery: Recycling	16	Community Impact	44
— Resource Recovery: Landfill Gas	18	— Select Organizations We Support	46
— Leachate Management	20	— Giving Back	48
— Fleet Emissions and Efficiency	22	— Community Engagement	49
— Zero Waste	24	Governance and Ethics	50
— Material Recovery and Reuse:	25	GRI Emissions Disclosure	59
Exploration and Production Waste		Sustainability Accounting	62
— Biodiversity and Site-Closure	26	Standards Board Disclosure (SASB)	
— Environmental Management System	27		

## 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.



## LETTER FROM THE CHIEF EXECUTIVE OFFICER

**T**he 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 CO<sub>2</sub>e, 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





## 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](https://wasteconnections.com/sustainability).

**Worthing F. Jackman**  
President and Chief Executive Officer

SUMMARY PERFORMANCE STATISTICS<sup>1</sup>

	2018	2019	2020
<b>Health and Safety</b>			
Employee Hours	40,460,877	44,637,413	46,279,544
Reportable Incident Rate <sup>2</sup>	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
<b>People</b>			
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 <sup>3</sup>	16.0%	16.0%	16.0%
% of Employees that are Ethnic Minorities <sup>3</sup>	41.0%	40.0%	38.0%
% of Employees from Armed Services <sup>3</sup>	9.0%	8.0%	8.0%
<b>Training/Leadership Development</b>			
# 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%
<b>Financial Statistics (\$000s USD)</b>			
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
<b>Facilities</b>			
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
<b>Total</b>	<b>645</b>	<b>686</b>	<b>704</b>



	2018	2019	2020
<b>Fleet</b>			
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%
<b>Landfill Tons (tons per year)</b>			
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
<b>Total</b>	<b>45,520,000</b>	<b>47,964,000</b>	<b>44,890,000</b>
<b>Recycled Commodities (tons per year)</b>			
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
<b>Total</b>	<b>1,537,044</b>	<b>1,699,517</b>	<b>1,780,806</b>
<b>Landfill Gas Recovery Systems</b>			
# of Landfill Gas Recovery Systems	52	53	53
# of Power Generation Systems	23	25	28
Annual Standard Cubic Feet Collected for Energy (billions) <sup>4</sup>	26.2	26.6	28.5
LFG Sales as % of Revenue	1.4%	1.0%	1.1%

<sup>1</sup>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.

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

<sup>3</sup>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.

<sup>4</sup>Prior values have been updated to reflect detailed performance data.







## 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”.



## 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<sub>2</sub>e, 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

## OUR SUSTAINABILITY TARGETS:

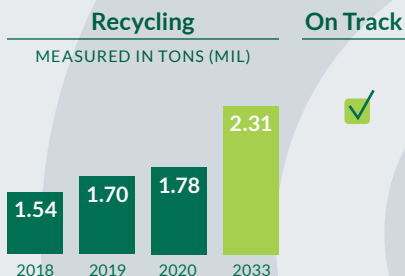
The following metrics represent our fifteen-year, aspirational targets, with 2018 as the baseline year. We have been pursuing many of these initiatives since our inception in 1997, and are now incorporating them into long-term incentive compensation. We are pleased to report progress across all metrics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

### RECYCLING



Read more about  
Recycling on page 16

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

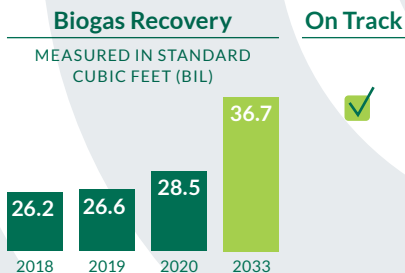


### BIOGAS RECOVERY



Read more about  
Biogas Recovery on page 18

**↑ 40%**  
Increase biogas  
recovery by  
at least 40%

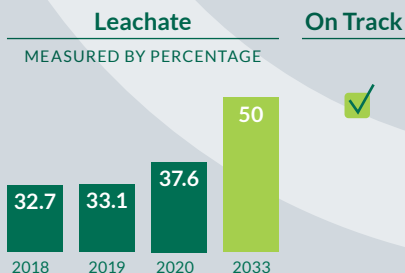


### LEACHATE



Read more about  
Leachate on page 20

**↑ 50%**  
Process at least 50%  
of leachate on-site





## INCIDENT RATE



Read more about  
Incident Rate on page 40

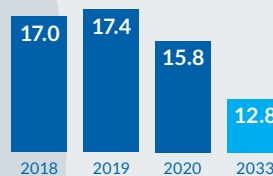
↓ **25%**

Reduction in  
Incident Rate

### Incident Rate

INCIDENTS PER  
200,000 WORK HOURS

On Track



## VOLUNTARY TURNOVER



Read more about Voluntary  
Turnover on page 36

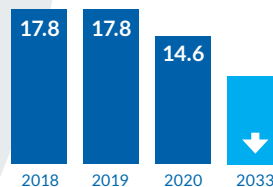


Continuous  
Improvement in  
Voluntary Turnover

### Voluntary Turnover

MEASURED BY PERCENTAGE

On Track



## SERVANT LEADERSHIP



Read more about Servant  
Leadership on page 34

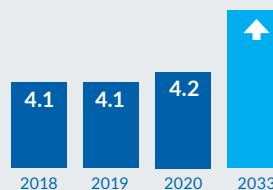


Continuous  
Improvement in  
Servant Leadership  
Scores

### Servant Leadership

ON A SCALE FROM 1-5

On Track



Incident Rate represents same store data from 2018 levels.

# Environmental Stewardship







**A**s 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.

## 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<sub>2</sub>e 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.



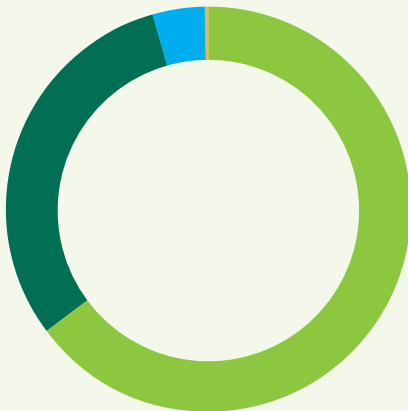
## OUR CARBON OFFSETS FROM SERVICES PROVIDED:

# 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)



- Sequestration
- Recycling
- Landfill Gas
- Alt Fuel Vehicles

**Total Offsets: 18.20**

### Emissions from Operations

MEASURED IN METRIC TONS (MIL)



- Scope 1
- Scope 2

**Total Emissions: 5.66**

**> 3.2 x**

## RESOURCE RECOVERY: RECYCLING

---

**A**t 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.



## RECYCLING:

# Achieving our Targets

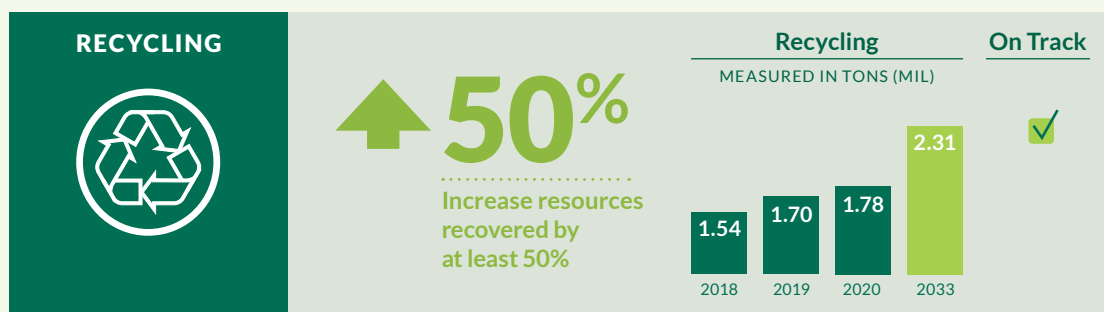
The quality of recycled commodities is largely dependent on front-end source separation efforts, which can vary widely and impact MRF processing costs. Source separation education includes local training efforts, coupled with our WasteConnect app that helps customers confirm if a waste stream is recyclable.

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.





## 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).



## 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



## 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.



## LEACHATE MANAGEMENT:

# Achieving our Targets

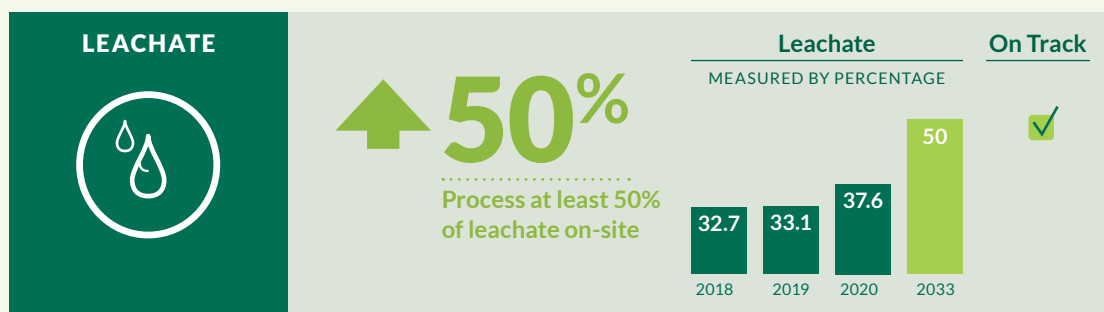
Through our current operations, we generate over 600 million gallons of leachate per year, over two-thirds of which has historically been disposed of off-site. Our fifteen-year aspirational target is to mitigate the environmental impact of transporting and disposing of leachate by enhancing our ability 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 environmentally 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.





## FLEET EMISSIONS AND EFFICIENCY

---

**A**s 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.





# 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

---

**W**e 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.



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

**W**ith 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.





## BIODIVERSITY AND SITE-CLOSURE

---

**W**e 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

**A**s 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







**W**aste 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.





**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.**

**A**t 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

**S**ervant 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.





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.



## 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

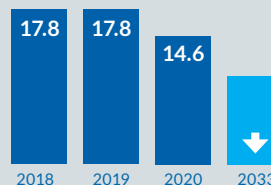
### VOLUNTARY TURNOVER



Continuous Improvement in Voluntary Turnover

### Voluntary Turnover

MEASURED BY PERCENTAGE



### On Track



## DIVERSITY AND INCLUSION

---

**A**t 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.





## 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

---

**W**e 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



## On Track



## EMPLOYEE TRAINING AND DEVELOPMENT

---

**A**t 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.



# Community Impact





## GIVING BACK AND MAKING AN IMPACT

**A**t 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	Chippewas of the Thames First Nation	Hope Ministries
American Cancer Society	Coalition of Communities of Color	Inner City Outreach
American Heart Association	Columbia River Mental Health Foundation	Inspiration Ranch
American Red Cross	Eloy Food Bank	Interfaith of The Woodlands
Angel Reach	Emergency Food Network	Juvenile Diabetes Research Foundation
Beyond Batten Disease	Empire Club of Canada	Kids Meals
Big Brothers Big Sisters	Empower Tehama	Kids 'n Kinship
Boys and Girls Clubs	Equal Justice Initiative	Leukemia & Lymphoma Society
Bridge the Gap	Fondation – CSSS Du Sud De Lanaudiere	Lighthouse for Grieving Children
Bridge to Home	Feed the Front Line	Loaves and Fishes Family Kitchen
Canadian Club of Toronto	Genesis House	Lotus House
CASA Child Advocates	Habitat for Humanity	Love Fosters Hope
Cayuga Seneca Community Center	Henry's Home	Low County Food Bank
Centre for Young Black Professionals	Homeless Youth Connections	Make-a-Wish Foundation
Charleston Area Justice Ministry	Homes4Families	March of Dimes
Children's Home Society		Meals on Wheels



Mission of Hope	St. Jude Children's Research Hospital	Winter Center for Autism
Montgomery County Food Bank	Step by Step	Wreaths Across America
Multiple Sclerosis Foundation	Tent Mission STL	YES to Youth
National Women's Hall Of Fame	The 30-Days Foundation	Young Men's Educational Network (YMEN) Chicago
Northwest Association for Blind Athletes	The Black Coalition for AIDS Prevention	Youth Alliance
Oklahoma Children's Hospital	The Conservation Fund	Youth First
Pink Lemonade Project	The Salvation Army	
Police Association of Ontario	The Wishing Well Foundation	
Redeemed Ministries	Toby Keith Foundation	
Roger Clemens Foundation	United Negro College Fund	
Ronald McDonald House Charities	United Way	
Seneca Falls Fire Department	Veterans Emergency Relief Fund	
Sommet socio-économique pour le développement des jeunes des communautés noires	Volunteer Prince William	
Special Angels	Westborough Police Foundation	
Special Olympics	Win Victim Services	
	Women's Institute for Leadership and Learning	



## GIVING BACK TO EMPLOYEES

---

**I**n 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.





## 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.



# Governance and Ethics

## KEY GOVERNANCE ADDITIONS FOR 2021

- Environmental Policy
- Human Rights
- Cybersecurity
- Incentive compensation  
now integrating ESG targets

WASTE CONNECTIONS

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



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

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.

---

### **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.



# **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 CO<sub>2</sub>e in 2019 and 2020, respectively.

### G4-EN15:

#### Direct (Scope 1) greenhouse gas (GHG) emissions

MT CO <sub>2</sub> e		
2018	2019	2020
5,089,083	6,006,643	5,609,964

### G4-EN16:

#### Energy indirect (Scope 2) GHG emissions

MT CO <sub>2</sub> e		
2018	2019	2020
53,993	55,442	51,506

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

Emissions Source	MT CO <sub>2</sub> e		
	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
<b>Total</b>	<b>1,710,814</b>	<b>1,943,936</b>	<b>1,653,017</b>



#### 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 <sub>2</sub> e	5,089,083	6,006,643	5,609,964
MT CO <sub>2</sub> e/\$M Revenue		1,034	1,115	1,030
Scope 2 Emissions	MT CO <sub>2</sub> e	53,993	55,442	51,506
MT CO <sub>2</sub> e/\$M Revenue		11	10	9
Scope 1 & 2 Emissions	MT CO <sub>2</sub> e	5,143,076	6,062,085	5,661,470
MT CO <sub>2</sub> 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 MTCO<sub>2</sub>e 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 CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O 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 CO<sub>2</sub>e, 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 CO<sub>2</sub>e 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 CO <sub>2</sub> 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 <sub>x</sub> (Excluding N <sub>2</sub> O)	Metric Tons (t)	265	285
SO <sub>x</sub>	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) <sup>1</sup>	Rate	2.91	2.90
Incident rate (I-Rate)	Rate	17.4	15.4
Fatality rate	Rate	0.00	0.02

<sup>1</sup> 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 <sup>3</sup>	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

<sup>2</sup> Waste Connections does not measure materials managed by customer type.

<sup>3</sup> Represents routed vehicles





## INDEX

Awards	36	Global Reporting Initiative (GRI)	59–61
Biodiversity	26, 58	Human Rights	54
Bob Davis Award for Leadership in Sustainability	49	Incorporating ESG Metrics into Compensation	56
Carbon Footprint	14–15	Landfill Gas Recovery Systems	14, 18–19
Carbon Offsets from Services Provided	14–15	Landfill Renewable Natural Gas (RNG)	18–19
Carbon Sequestration	14–15, 25, 60	Learning Management System (LMS)/Employee Training	34, 36–37, 42
Code of Conduct and Ethics	53	Safety	40–41
Compressed Natural Gas Trucks (CNG)	22	Servant Leadership	34
Corporate Culture	29	Site Audits	27
COVID–19 Response	31–33	Site-closure	26
Cybersecurity	56–57	Stakeholder Engagement	49
Diversity and Inclusion	38–39	Sustainability Accounting Standards Board Disclosure (SASB)	62–65
Diversity Policy	38	The Board’s Role in Risk Oversight	52
Electric Vehicles	22–23	Third-party Data Verification	60
Emergency Response Planning	27, 58	Voluntary Turnover	37
Employee Relief Fund	48	Waste Diversion	14, 16, 24–25
Employee Scholarship Program	48	Water Management/Leachate	20–21, 61, 64
Environmental Management System (EMS)	27, 58	Whistleblowing	54
Environmental Policy	58	Zero Waste	24
Fifteen-year Aspirational Targets	10–11		



WASTE CONNECTIONS  
*Connect with the Future®*

**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](http://www.wasteconnections.com)