









### WASTE CONNECTIONS





























#### **Welcome to Waste Connections!**

For over 20 years, Waste Connections has created a culture that goes beyond excellence. Very few companies today have an authentic culture established by an executive team who are still sharing that vision with their employees. We invite you to learn, embrace, and champion the culture so you and those around you have a great place to work. Waste Connections continues to be the premier solid waste and recycling services company in North America. **Culture Matters** is key to our success!





#### 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.

#### Vision of the Future

Our goal is to create an environment where self-directed, empowered employees strive to consistently fulfill our constituent commitments and seek to create positive impacts through interactions with customers, communities, and fellow employees, always relying on our Operating Values as the foundation for our existence.

#### **Statement of Operating Values**

Our values are the foundation of our culture. They define the priorities and boundaries for everything we do. They are listed in order of importance to serve as a decisionmaking tool for each employee. Through adherence to our values, we are able to empower employees and operate decentralized.



*Safety* – We strive to assure complete safety of our employees, our customers and the public in all of our operations. Protection from incident 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 stockholders. 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.

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.

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

A MESSAGE FROM

# Worthing Tackman THE LEADER OF WASTE CONNECTIONS



"OUR UNIQUE CULTURE CHERISHES
OUR EMPLOYEES, EXPECTS THE
HIGHEST MORAL STANDARDS
FROM OUR LEADERSHIP TEAM
AND SEEKS TO GIVE BACK TO THE
LOCAL COMMUNITIES IN WHICH
WE OPERATE."

Worthing Jackman
President & CEO

#### **Welcome to Waste Connections!**

All of us at Waste Connections work hard to be the premier waste services company in the U.S. and Canada. Without the efforts of our team of professionals in our company's regions, districts and sites along with our corporate office departments, it would be impossible to share our success.

Our longevity stems from a "Servant Leadership" philosophy that has driven our company culture that consists of respect, encouragement, accountability, teamwork and colleagues that truly care for each other. We don't operate from a "top down" principle but from a "bottom up" perspective. Our company cherishes our employees, expects the highest moral standards from our leadership team and seeks to give back to the local communities in which we operate.

While we work hard at Waste Connections, we also play hard! Over our history, we have celebrated our hard work through office parties, milestones with team members, regional meetings, attendance at industry conferences, building bikes for local charities and enjoying each other's company at backyard crawfish boils.

Your leadership team at the corporate and regional level is dedicated to providing the safest work environment, the most efficient operations standards, supportive sales and marketing functions, the most up to date IT infrastructure, exacting functionality for accounting, legal protection, and the highest level of care for our employees.

Without our board members, investors, history makers and employees, we would not be at the forefront of a great future for our company. Thank you for contributing to Waste Connections' success!

#### Waste Connections Leadership



Worthing F. Jackman President & CEO

Darrell W. Chambliss Executive Vice President, Chief Operating Officer

James M. Little Executive Vice President, Engineering & Disposal

Patrick J. Shea Executive Vice President, General Counsel, Secretary

Matthew S. Black Senior Vice President, Chief Tax Officer **David G. Eddie** Senior Vice President, Accounting Officer

David M. Hall
Senior Vice President,
Sales & Marketing

Eric O. Hansen Senior Vice President, Chief Information Officer

Mary Anne Whitney Senior Vice President, Chief Financial Officer

Robert M. Cloninger Vice President, Deputy Counsel Assistant Secretary Keith P. Gordon Vice President, Information Systems

Shawn W. Mandel Vice President, Safety & Risk Management

Susan R. Netherton Vice President, People, Training & Development

Scott I. Schreiber Vice President, Equipment & Operations Gregory Thibodeaux Vice President, Maintenance & Fleet Management

Colin G. Wittke Vice President, Sales

Richard K. Wojahn Vice President, Business Development

# BEGINNING



Early Days of "Work Hard... Play Harder."



Planning the future at Ron and Darin's kitchen table.



IPO Celebration!





They started talking, and talking some more. They all had ideas on how they wanted the company to look. Several people that had worked together early on decided to take a chance and acquire some BFI operations. With Ron leading the charge, and a toast of Coors Light, the foundation of Waste Connections was laid . . .

and the rest is history.

tory. Let's Do This!











"OUR CORPORATE CULTURE IS THE SAME AS IT WAS IN 1998. A LOT OF PEOPLE DIDN'T THINK WE COULD MAINTAIN THAT FOR 20 YEARS."





#### Waste Connections Financial Milestones

## WC REVENUE HISTORY Then & Now





#### **COMPANY STATS - 20 YEARS LATER**

	1997	2017
Revenue	\$6mm	\$4.6bb
#States/Provinces	2/NA	38/6
Operations		
Collection	2	261
Transfer	0	146
Recycling	0	66
Landfills	0	90
E&P	0	41
Intermodal	0	6
Market Cap	Private	\$18.7bb
Adj. Free Cash Flow	NA	\$764mm
Total Shareholder Return Since IPO	NA	~3,000%
Employees	200	16,000+
Trucks/Equipment	100	13,330+
Acquisitions	4	358
Investors	12	100,000+



#### What Our Employees

Say About Us

The thing I love is the way we go about business, we mean what we say and back it up in our actions in everything we do. The culture you hear about is exactly what it is...servant leadership with a focus on the employees, customers, and doing the right thing.

#### Michael Werk

The culture here is what I value the most. The degree of respect, care, integrity and genuine concern aligns with my personal values, and is evident in everyday interactions. I have...never experienced this level of cohesion between stated values and actual demonstration of them. "WORK HARD, PLAY HARDER" Waste Connections!!

#### Jamalli Cho-Kee

**From day one it was clear** that this company is a different breed. It's all about the people and serving others. This lets us work hard and play harder. It's like one big family and the culture is infectious.

#### **Jonathan Abrams**

We pride ourselves on building relationships...knowing our people, their spouses and how many children and pets they have. We care and its genuine, that is how we get people to look out for each other whether they are management or our front line employees. People want to work here, we have fun, we work hard and we take care of each other like family.

#### **Pam Parsons**

The Waste Connections culture differentiates it from all other companies...The company cares about its employees, their families, and provides every opportunity for you to be successful. When you enjoy what you do, the people you work with and for, it makes it a joy to come to work each day. So glad to be a part of the Waste Connections Team!

#### **Greg Greene**

I have had more fun at work here at Waste Connections than I have ever had in my previous 5 years in the industry. "Work Hard, Play Harder" what a motto. WC Rocks!

#### **Randy Lewis**





#### 1997



Waste Connections
Founded in California

First acquisition in Vancouver, WA

#### 1998



Waste Connections'
Initial Public Offering on
NASDAQ

42 additional acquisitions

#### 1999



Acquires El Paso Disposal, Novak Sanitation, Murrey's Disposal, CRC, Finley Buttes

46 other acquisitions

#### 2000



Acquires two MSW landfills, two collections operations and one transfer station from Allied Waste

24 other acquisitions

#### 2001



Acquires majority interest in Pierce County Composting, Recycling, and Disposal

Acquires first site east of the Mississippi

18 other acquisitions

#### 2007



Receives investment grade credit rating

12 additional acquisitions

#### 2008



Acquires Harold LeMay Enterprises

Revenues surpass \$1 billion

14 other acquisitions

#### 2009



Acquires seven MSW landfills, six collection operations and three transfer stations from RSG

Acquires Sanipac

5 other acquisitions

#### 2010



Acquires initial E&P waste business

17 other acquisitions

Commences cash dividend

#### 2011



Acquires County Waste entering Hudson Valley

12 other acquisitions

#### 2016



Acquires Progressive Waste Solutions

Revenues surpass \$4 billion

12 other acquisitions

#### 2017



Acquires
Groot Industries

Revenues surpass \$4 billion

#### 2018



Acquires Bay
Disposal & Recycling



Acquires Right-Away Disposal



Acquires
Heart of Florida Environmental,
Sumpter Solid Waste and
Good Fella's Roll-Off
& Waste Disposal



Acquires American
Disposal Services



Acquires Patriot Disposal Co.

#### 2002



Transfers stock listing to NYSE

Acquires San Luis Obispo and Knoxville

14 other acquisitions

#### 2003



Acquires Green Waste/ Green Team

14 other acquisitions

#### 2004



Enters intermodal business via Northwest Container Services

13 other acquisitions

Commences stock repurchase program

#### 2005



Adopts Servant Leadership principles and corporate statement of values

\_ Acquires Mountain Jack

17 other acquisitions

#### 2006



Acquires El Dorado Disposal and Eastern Kentucky from WM

dash 12 other acquisitions

#### 2012



Corporate offices move from Sacramento, CA to The Woodlands, TX



Acquires R360 Environmental Services expanding E&P waste business

Acquires Alaska Waste

11 other acquisitions

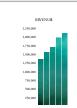
#### 2013



10th consecutive year of positive shareholder returns

8 additional acquisitions

#### 2014



Revenues surpass \$2 billion

9 additional acquisitions

#### 2015



Acquires Rock River Environmental Services

13 other acquisitions

#### 2019



Acquires Sanitation Solutions



Acquires Mega Disposal



Acquires Mountain Waste & Recycling



Acquires Lewis Clark Recycling & Disposal

### Queen City

Acquires Queen City Disposal



Acquires Eagle Disposal



Acquires Penn Waste

# leadership in SAFETY

At Waste Connections, Safety is our #1 Operating Value. We believe that safety is the responsibility of each and every employee; it is engrained in our culture. Our success has been driven by the development of our managers and supervisors into Servant Leaders and our ability to instill this commitment-based, safety-driven culture across our broader employee base. Servant Leaders are accountable to employees for each employee's success at work and beyond; safety is an integral component of this commitment. The strong relationship between Servant Leader and employee enables us to utilize observations and tools to develop an employee risk-profile ranking and to facilitate effective communication and behavior coaching. Put simply, the focus on safety is but one of the ways that we invest in our most important asset—our people.

Embracing our safety-focused, Servant Leadership-driven culture has reduced incident frequency by 70% over our 20 year history. We obsessively strive for ZERO incidents and are most proud of this accomplishment given its positive impacts on our employees, customers and the communities in which we live and work.

Our CEO referred to safety in a Waste360 article, "We believe safety is the greatest testament, that you have a responsibility for your employees and for the communities you operate in. The lower your incident rate, the healthier your company is overall. The reality is that Waste Connections had a couple of horrific fatalities in its early stages, and they both involved children. Unfortunately, the waste and recycling industry is a dangerous business, and it's a business where when something goes wrong, usually something really bad happens because of the nature of the business. When you, your company and your employees have been involved in a fatality that involves a child, it has a profound impact. We had two back-to-back child fatalities within a 12-month period, and that really had an impact on my view of safety and how we handle our operations at Waste Connections."



"Having worked in the industry for over 24 years and holding positions at the district, division, region and corporate levels, I KNOW that the special culture that runs throughout every level of Waste Connections is a differentiator."

Shawn Mandel
 Vice President,
 Safety & Risk Management

# ACAUTION WEHICLE STOPS AND BACKS FREQUENTLY





## Servant Leadership

#### Servant Leadership Success Story

#### THE PROBLEM

Despite the success of Waste Connections early on and its rapid growth into the third largest solid waste company in the U.S., good employees were leaving. Out of a staff of 3,000 in 2005, between 1,200 and 1,400 employees were leaving the organization each year—a turnover rate of more than 40 percent. What's more, 80 percent of those losses were voluntary. People were choosing to leave the company.

The leadership team knew the company would not remain successful if it had to replace and retrain 40 percent of its staff every year. They were particularly concerned about the number of employees who were resigning—and knew they needed to find a way to keep them.

To help management understand the reason for the high turnover, for a period of two years each person who left the company was asked to fill out an exit survey. More than 2,000 survey respondents spelled out the problem: their leaders had failed them. Forty-five percent of those surveyed said they could not have a candid conversation with their manager. An equal number said they were not doing the work they had been hired to do.

Waste Connections' executive leaders took a hard look at themselves. They recognized they were the ones their people couldn't talk to. They were the ones who hired people and gave them false expectations. If they wanted to increase employee retention, the leaders had to fix themselves.



#### THE SOLUTION

During the leadership teams' search for a solution to this operational crisis, they heard about a concept called Servant Leadership. The team learned that it turns the traditional leadership pyramid upside down, placing leaders at the bottom so that they can serve the employees at the top.

The leadership team knew the company would not remain successful if it had to replace and retrain 40 percent of its staff every year. They were particularly concerned about the number of employees who were resigning—and knew they needed to find a way to keep them.

In support of the culture change was Waste Connections CFO, who stated at the time, "I'll have a higher degree of confidence in our ability to hit financial projections and commitments made by our managers if Servant Leadership gets embedded in our culture. We'll actually be running the business, rather than the business running us."



"Implementing Servant Leadership is hard. It requires continuous reinforcement. We still constantly talk about it and spend resources on it. Unless an organization is committed to doing that, Servant Leadership will become a dusty book on the shelf."

#### THE IMPLEMENTATION

The company introduced Servant Leadership at the 2005 annual management meeting. They discussed the employee turnover problem, explained the long-term impact of high turnover on the organization, shared the results of employee exit surveys, and set the expectation of change. They then defined Servant Leadership and invited all of the managers to become servant leaders. (Ken Blanchard was the keynote speaker at that meeting.)

#### **CHANGING THE CULTURE**

COO Darrell Chambliss says, "Implementing Servant Leadership is hard. It requires continuous reinforcement. We still constantly talk about it and spend resources on it. Unless an organization is committed to doing that, Servant Leadership will become a dusty book on the shelf."

#### THE RESULTS - A Great Place To Work

By the end of 2010, overall turnover had dropped from 40 percent to 17 percent. And of that, only 56 percent resigned, down from 80 percent. Waste Connections' stock outpaced all of their competitors as well as the S&P, and safety incident rates had dropped 14 percentage points—from 40 percent in 2006 to 26 percent.

Summing up the impact of Servant Leadership: "The whole idea of Servant Leadership is that it has a positive ripple effect. The way our leaders treat their employees becomes the employees' vision of leadership. The employees then go out and coach little league teams, serve in their church or community, lead in their families, and leave an indelible Servant Leadership thumbprint. Their influence improves their families and communities and continues to ripple outward as others lead the way they have been led."

#### **TODAY AT WASTE CONNECTIONS**

Waste Connections' stock continues to outperform its competitors and the S&P over the long term. Safety incident rates were the lowest in the industry and turnover continued to be low. As Waste Connections moves into the future, Servant Leadership will continue to be how we do what we do: foster real relationships, as they achieve unparalleled results.

## What Our Employees Say About Us

The company's Operating Values are phenomenal. They continue to show and reflect on a daily basis how important their Values of Safety, Integrity, Customer Service, a great place to work and to be the Premier Waste Service Company. It is so refreshing to be part of such a positive, supportive and caring team. I am so excited for the future and look forward to coming to work every day to serve the Waste Connections way. We work hard and play hard so it is an amazing balance.

#### **Heather Cedri**

What I enjoy best about Waste Connections are the people who I have had the privilege to meet. Everywhere you go, everyone is open arms and passionate about their CULTURE. The Waste Connections family makes me feel at home, welcomed, and puts a smile on my face every time. Waste Connections has a great culture, and makes me glad to be part of this team.

#### **Andres Castillo**



Waste Connections is an incredible organization for many reasons. One of those reasons is because we choose to give back, in various ways, to the communities in which we live and serve. One standout memory I have is related to a Big Brothers Big Sisters Bowl-a-thon fundraiser we participated in several years back. I'll never forget the reaction the BBBS director had when Ron and the group presented a check to the director for those funds raised. With tears in her eyes, she graciously accepted the check and composed herself long enough to explain what the money would mean to the kids and programs associated with BBBS. Here's to you, WC, for positively impacting those who are less fortunate than us. We are a "different breed."

#### **Jeff Stevens**

This is, without any exaggeration, the best job I have ever had in my 43 years of work experience! "A Great Place to Work!" is an understatement. Very pleasant work atmosphere always, and this company recognizes the value in hiring mature adults and using all their accumulated talents. Most appreciated! I am fairly new with my job...but when I joined the company I felt the atmosphere was really different, the camaraderie between employees is awesome.

#### Allison Renner,

Retention Specialist/Inside Sales Rep., Toronto



#### What Our Employees

Say About Us

Waste Connections is unique compared to other places where I have worked because it is such a great place to work. The atmosphere with Waste Connections is much more friendly and appreciative than other places that I have worked. With other companies, I had to go by the motto "Work to live" but with working with Waste Connections I now "live to work." I enjoy coming to work every day!!! I am so lucky to say this as I have never been in the position to say this with previous companies that I have worked for. :)

#### **Tanya Moore Hamilton**

I love the Servant Leadership culture at Waste Connections. As a manager, I take pride in helping my team reach and succeed their goals, and my manager helps develop and train myself, and my peers, for the next level.

#### **Matt Lowen**

I wanted to just say thank you for the invite for SLD! This IS the best place I have ever been able to work. Zig Ziglar said when your vocation becomes a vacation you have found your dream job! well I have found my dream career! I don't mean by vacation that I relax all the time, I just love the company I work for! Again thank you!

#### Jason M. Wilson

I am in awe of the company's commitment to Servant Leadership development! I am so proud to be here to "make good things happen for other people!"

#### Sue Muma

**The best thing about working at Waste Connections** is the Servant Leadership. You feel more supported and understood. **Bing Bingham** 

What I enjoy best about working here at Waste Connections is that we don't just take money out of our community but we, as a company, also heavily invest in our communities. Nowhere else I have worked was the CEO so invested in his people...and it shows. Not only is this a wonderful place to work, it is a place that I am proud to represent in the community. We are truly A Company with Integrity.

#### Sandra Smith

What makes Waste Connections unique....Servant Leadership isn't just some buzz word that leaders pass around. This company lives and breathes it! Bravo WC for making this a great place to work!

#### Scott Kit









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