



NYSE



WASTE CONNECTIONS

Culture matters



Our Culture, People and History





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!



WASTE CONNECTIONS
Connect with the Future®

www.wasteconnections.com

What We Believe

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 decision-making 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 North America – 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

Ron Mittelstaedt

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."

Ron Mittelstaedt
Chief Executive Officer
and Chairman Of The Board

Welcome to Waste Connections!

All of us at Waste Connections work hard to be the premier waste services company in North America. 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!

Sincerely,
Ron

A handwritten signature in black ink that reads 'Ron Mittelstaedt'.



Ron Mittelstaedt
Chief Executive Officer
and Chairman Of The Board

Steven F. Bouck
President

Darrell W. Chambliss
Executive Vice President,
Chief Operating Officer

Worthing F. Jackman
Executive Vice President,
Chief Financial Officer

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

James M. Little
Senior Vice President,
Engineering & Disposal

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

Mary Anne Whitney
Senior Vice President,
Finance

Robert M. Cloninger
Vice President,
Deputy Counsel,
Assistant Secretary

Keith P. Gordon
Vice President,
Information Systems

Eric O. Hansen
Vice President,
Chief Information Officer

Michelle L. Little
Vice President,
Accounting

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

In The BEGINNING



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



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



IPO Celebration!



*The beginning of
something great!*



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.

Let's Do This!

WASTE

WASTE
Connections

WASTE

WASTE
Connections

First logo
sketches



“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.”

— David Hall

Then & Now

It all began in a suburban home in El Dorado Hills, California.....*and now* Waste Connections is the third largest provider of solid waste services in North America. We are also the leading provider of E&P waste services in the U.S. and Intermodal services in the Northwest. Serving 39 U.S. states and five Canadian provinces, WC has grown from a handful of employees to over 16,000. Starting with revenues of a few million in 1997, WC has become a multi-billion dollar company.



Above: The first Waste Connections office in the Mittelstaedt's home in El Dorado Hills, California.

Right: The current WC Executive Offices in The Woodlands, Texas.





SOLID WASTE REGIONS



WC REVENUE HISTORY *Then & Now*



WC THEN AND NOW COMPANY STATS

	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



Waste Connections Annual Milestones

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

Then & Now

First WC truck painted - Vancouver, WA 1998



WC 20th Anniversary truck - 2017

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
- 12 other acquisitions

2012



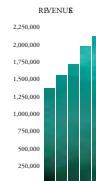
- Corporate offices move from Sacramento, CA to The Woodlands, TX
- Acquires R360 Environmental Services expanding E&P waste business
- Acquires Alaska Waste
- 11 other acquisitions

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

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

- Stay tuned for more acquisitions in 2018



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.

Ron Mittlestaedt 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 22 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

CAUTION
VEHICLE 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.

Ron Mittelstaedt knew the company would not remain successful if it had to replace and retrain 40 percent of its staff every year. He was particularly concerned about the number of employees who were resigning—and he knew he 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 his search for a solution to this operational crisis, Ron heard about a concept called Servant Leadership. He 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.

In support of the culture change was Waste Connections CFO, Worthing Jackman, 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.”



Ron Mittelstaedt knew the company would not remain successful if it had to replace and retrain 40 percent of its staff every year. He was particularly concerned about the number of employees who were resigning—and he knew he needed to find a way to keep them.





“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

Ron introduced Servant Leadership at the 2005 annual management meeting. He 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. He 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

President Steve Bouck says, “The managers were skeptical. They would say, ‘We’re running a lot of trucks and we’ve got a lot of work to do. If I tell an employee what to do, they’d just better do it.’ Helping managers adopt Servant Leadership required consistent, persistent communication and alignment of incentives.”

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.

Ron Mittelstaedt sums 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. Safety incident rates were the lowest in the industry. Overall turnover continued to be low and voluntary turnover was lower than it had ever been. 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.

Servant Leadership

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





WASTE CONNECTIONS
Connect with the Future®

3 WATERWAY SQUARE PLACE, SUITE 110
THE WOODLANDS, TX 77380
832.442.2200
WWW.WASTECONNECTIONS.COM