

# BETTER WORKFORCE

OPPORTUNITIES FOR CHANGE THAT  
RESULT IN ENGAGEMENT AND  
PROFESSIONAL GROWTH.

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# OUR WORKFORCE

Waste Management provides services to nearly 20 million customers — a big job. But we do it one city, one neighborhood, one business and one home at a time. This makes us an integral part of every community where we operate. We have a stake in helping to make our cities, towns and counties better places in which to work and live — not just for today, but for the future. We can't play this important role in the community without the daily contributions of our over 42,000 employees. The success of each employee is what enables Waste Management to succeed, and we strive to give our employees the tools they need to develop and excel in their careers.

In the simplest terms, our values come down to this: **Do the Right Thing. The Right Way.** This idea sets the standard for our fundamental commitments and core values, and guides our daily actions and decisions.

## COMMITMENTS

- › **Our People First:** The proud, caring and resilient members of the WM family are the foundation for our success. We commit to taking care of each other, our customers, our communities and the environment.
- › **Success with Integrity:** Our success is based not only on the results we achieve, but how we achieve them. We commit to being accountable, honest, trustworthy, ethical and compliant in all that we do.

## VALUES

- › **Inclusion & Diversity:** We embrace and cultivate respect, trust, open communications and diversity of thought and people.
- › **Customers:** We place our customers at the center of what we do and aspire to delight them every day.
- › **Safety:** We have zero tolerance for unsafe actions and conditions and make safety a core value without compromise.
- › **Environment:** We are responsible stewards of the environment and champions for sustainability.



# DIVERSITY & INCLUSION



**Fostering mutual trust and respect for one another is a cornerstone of being an inclusive and welcoming workplace — one that is well-positioned to serve our customers and communities. It's also important that our workforce reflect the diverse customers and neighbors that make up these communities.**

As an equal opportunity employer, we are committed to maintaining a workplace environment free from discrimination. Employment decisions are made by placing the most qualified person in each job without regard to race, color, sex, pregnancy, sexual orientation, gender identity, religion, marital status, age, national origin, disability, genetic information, veteran status, citizen status or other protected group status as defined by federal, state or local laws. In Canada, we comply with the Employment Equity Program laid out by the Canadian Federal Contractors Compliance Criteria. Diversity and inclusion are fundamental values in our [Code of Conduct](#).



## 29%

of Waste Management's  
executive officers are female,

**UP 10%  
YEAR-OVER-YEAR**

## Expanding the Presence of Women in our Ranks

The waste industry traditionally has been male-dominated, and even today, a job in environmental services may not be on a woman's radar. Another industry challenge is a serious shortage of drivers and technicians. We're taking steps to address both of these challenges by actively seeking women as a group to recruit, hire and develop. For example, in 2015, we joined the Women in Trucking Association (WIT), which works to support women in the industry. Waste Management is serving on WIT's advisory committee and working closely with the organization and other trucking industry participants to address recruitment.

As we've sharpened our focus on hiring both more women and millennials across our workforce, we were encouraged to receive recognition in 2017 as a "Best Companies for Millennials" by Women's Choice Award. This is the only recognition that reflects the needs and preferences of women based on publicly available data, which aligns with employee and consumer appreciation for corporate transparency. Criteria to earn a place on the list include female representation in the workforce, management and board, and are based on work-life balance benefits; paid time off and vacation days; professional development and support activities; and wellness benefits.

## Supporting Veterans

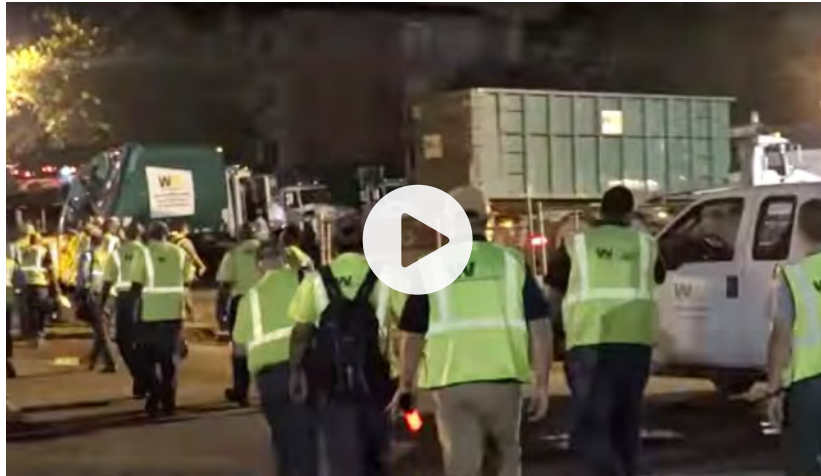
The recruitment of veterans is another ongoing focus for Waste Management, and one that we place special emphasis on each year. Military is the single largest pool of transportation, logistics and maintenance professionals. In 2017, 8.6 percent (over 1,000) of all our U.S. hires were veterans. Our best year on record was 2015, with 14 percent of all our U.S. hires being military veterans. Through August 2018, 8.7 percent of U.S. hires were military veterans. The retention of military veterans is comparable to the rest of Waste Management's workforce. Waste Management receives between \$250,000 and \$500,000 annually in veteran hiring tax credits.

Waste Management veteran hiring has consistently grown in the past five years due largely to strategic partnerships and marketing efforts with the Department of Labor Career One-Stop centers, Hire Purpose, Corporate Gray, U.S. Veterans Magazine, and active participation in 100+ military-focused job fairs. We are frequently lauded for our veteran outreach, including being named for nine consecutive years as a Top Military Friendly® employer by G.I. Jobs and "Best for Vets" employer by Military Times.

## Working to Meet the Needs of Individuals With Disabilities

We continue efforts to better understand how to accommodate the needs of individuals with disabilities within our workforce. One way to do so is through surveying our employees every five years using a Department of Labor self-identification form CC-305. Because responses are voluntary, we have been challenged to obtain a meaningful response rate beyond 10 percent, a common problem among companies. Based on data collected from this small sampling, employees with disabilities would be projected at less than 2 percent of our workforce, a number that we consider unrepresentative. We continuously benchmark against companies with higher response rates to implement best practices around communication and education on the function of the survey and to enhance our own efforts around our recruitment of and accommodations for people with disabilities.

Waste Management has been proactive in assisting people with disabilities through our [Transition to Recovery Program](#) and by working with the Department of Labor on regulatory proposals to support employment of people with disabilities by participating in various professional and industry groups, including National Industry Liaison Group (NILG) and local chapters such as the Greater Houston Industry Liaison Group (GHILG). NILG is the largest consortium of private-industry federal contractors working directly with the Department of Labor in shaping equal employment regulations and understanding their impact on the workforce.



A Strong and Diverse Workforce

## Measuring Progress

Diversity and inclusion are an inherent part of our culture, and we work hard to ensure that our workforce reflects the communities we serve. Employing people with different backgrounds, experiences and perspectives creates strength throughout our business, enabling us to foster a more collaborative working environment.

Third-party recognition of our commitment to our workforce is a valuable benchmark, and we believe that our focus on inclusion is an essential element in earning these honors. For the past four years, Waste Management has been named one of Corporate Social Responsibility Magazine's "100 Best Corporate Citizens." We have been included on Ethisphere Institute's [World's Most Ethical Companies](#)® list in 10 of the past 11 years. Recognition as a "best place to work" is particularly important, and we are proud of our track record as a best place for veterans and our [recent recognitions](#) as a best place to work for millennials, Latinos and military spouses, as well as a best company to sell for.

# Diversity at Waste Management

## BOARD OF DIRECTORS

**20%**  
Ethnic Minorities  
**20%**  
Women

## EXECUTIVE OFFICERS

**33%**  
Ethnic Minorities  
**29%**  
Women

## COMPANY OFFICIALS & MANAGERS

**21%**  
Ethnic Minorities  
**18%**  
Women

## WORKFORCE

**43%**  
Ethnic Minorities  
**17%**  
Women

### Waste Management Workforce

- American Indian or Alaskan Native: 0.68%
- Asian: 1.56%
- African-American: 17.37%
- Caucasian: 56.60%
- Hispanic: 22.57%
- Multiracial: 0.82%
- Native Hawaiian or Pacific Islander: 0.40%



### All Private Industry Workforce\*

- American Indian or Alaskan Native: 0.55%
- Asian: 6.33%
- African-American: 15.02%
- Caucasian: 61.38%
- Hispanic: 14.45%
- Multiracial: 1.81%
- Native Hawaiian or Pacific Islander: 0.47%



\*Total does not equal 100 percent due to rounding.

### Employees by Age Group

(generational breakdown, in U.S. and Canada)

- Veterans (born 1922–1943): 0.28%
- Baby Boomers (born 1944–1960): 16.14%
- GenXers (born 1961–1980): 57.28%
- Millennials (born 1981–2000): 26.30%



### Employees by Age Group

- Under 30 (born after 1986): 14.76%
- 31–50 (1966–1985): 53.90%
- Over 50 (before 1965): 31.34%



### Employees by Region

- Canada: 2,057
- India: 490
- U.S.: 39,625



### Employees by Payment Type

- Hourly: 81%
- Salaried: 19%





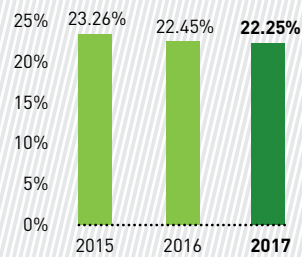
# ENGAGEMENT & RETENTION

**Our employees are the lifeblood of the work we do every day. That's why we focus on developing talent at every level of the organization through career path planning and best-in-class training that is specifically designed for success in the service industry. At the heart of our engagement and retention strategy is a steadfast commitment to Waste Management's values of people first and success with integrity.**

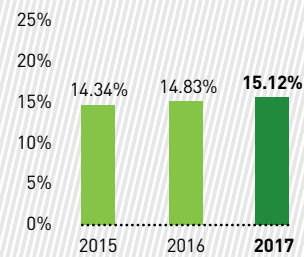
Employee turnover continues to be a concern in the environmental services industry due to high demand in a strong economy for our skilled workers — especially truck drivers, route managers and maintenance technicians. The American Trucking Association estimates a shortfall of 48,000 drivers in 2018, with projections that the shortage could increase to 175,000 by 2025. To combat this growing issue, we strive to be a workplace of choice through competitive pay, solid benefits for long-term financial and personal health, and opportunities for growth across our ranks. We believe strongly in promoting from within and offer a wide array of training opportunities designed to help employees maximize their effectiveness at their jobs and gain new skills so they can take the next step in their careers.

We noted in our 2016 report that our goal is to reduce driver and fleet technician new-hire turnover by 50 percent. As the tracking of turnover on the following page indicates, our voluntary employee turnover remains a real challenge, clearly impacted by low employment rates and stiff competition for drivers and technicians expert at handling the sophisticated equipment and systems we use in the recycling and environmental services industry.

### Employee Turnover Rates



### Voluntary Employee Turnover Rates



Being an employer of choice will be critical to our efforts to reverse the trend on employee turnover, and it motivates us to sharpen our focus on our values that help us retain and empower good employees. We also understand that competitive compensation is important. Earlier this year, we distributed savings from the new U.S. corporate tax restructure to every North American employee who does not participate in a company bonus or sales incentive plan. Approximately 34,000 Waste Management employees received a \$2,000 reward in appreciation of their hard work.



## Engagement Through Communication

Employee compensation only goes so far, however, in engaging our workers. Creating a sense of teamwork and shared purposes is vital. Communication among company leaders and employees at all levels fosters honesty, accountability and respect — all critical to retention. Our senior leaders operate with an open door — and open email — policy. Each quarter, this team hosts a Town Hall-style meeting at our Houston headquarters. We have begun expanding participation throughout our operations through live streaming technology. Employees unable to attend also are invited to submit questions by email, and they receive direct responses. Responses to common questions are often included in our company's weekly internal newsletter. In addition, a replay of the meeting is posted on the company's intranet.



Our **Waste Management Monday** newsletter serves as a powerful tool to project company values as it arrives in inboxes and is posted in lunchrooms weekly. The newsletter includes stories on employee safety, leader communications, potential job hazards and — most importantly — employee success stories. We also update our workforce on key aspects of employee welfare, including benefits, career opportunities, and useful tools and tips for employees at work and elsewhere.

We emphasize engagement as a way to empower employees. We stress our commitment to fair treatment of all employees and strive to apply company policies consistently throughout the organization. For our union employees, this goal must be handled according to the practices and expectations agreed to within the collective bargaining unit. For non-union employees, we look for ways to reinforce our fair treatment and continuous-learning culture. Our Waste Management Drivers Council, for example, captures the wisdom of our front-line employees, who are represented by 17 drivers, one from each market area in the organization. In addition to providing us with feedback on removing barriers that prevent drivers from delivering exceptional customer service, we also have engaged the Council for ideas to help reduce voluntary turnover and promote the retention of drivers and technicians. Constant and collaborative engagement is also the foundation of our [Service Delivery Optimization](#) program; our Mechanic Service Delivery Optimization; our [Peer Review](#) safety program; our [Sales Delivery Optimization](#) program; and the fair treatment and respect that comes from the adherence to our [Code of Conduct](#).

## Gauging Our Progress

To make sure our engagement and retention efforts are meeting the needs of our workers, we ask for their feedback. In 2017, we completed a workplace study for our corporate headquarters. The study allowed us to evaluate our current work environment and better understand how we interact and engage to support field operations. This involved measuring space utilization, conducting visioning and focus group sessions with corporate employees and conducting an employee survey.

### Houston Employee Survey Highlights (66% RESPONSE RATE)

**91%**

**FEEL TRUSTED**  
to make good  
decisions about where  
and when to work

**93%**

**HAVE EASY ACCESS**  
to resource/technology  
in the office

**63%**

feel that Waste  
Management is an  
**INSPIRING PLACE**  
to work that invests  
in its people

**76%**

**FEEL EASILY  
RECOGNIZED**  
by colleagues when  
passing them in  
the hallway

**Word to describe Waste Management:  
#1 FAMILY #2 FRIENDLY**

We surveyed all Waste Management Market Areas to gauge the effectiveness of our community support programs, with a response rate validating the information as representative of all areas of our operations. 82 percent of employees rated Waste Management's overall community support as good or very good. The rating for specific programs (charitable donations, Wildlife Habitat Council and Keep America



Beautiful) scored even higher at 89 percent positive. In a striking finding, only 2 percent of those surveyed believed company efforts to benefit the communities where they do business were "unimportant." We also solicited input on the kind of activities the company supports (e.g., environmental, safety, youth programs) to align our community engagement to employee priorities.

In addition, we issued a talent retention survey earlier this year to nonexempt front-line employees via text message. The survey was sent to drivers, technicians, dispatch and equipment operators. For employees who opted out of receiving text messages or did not have a cellphone number on file, the survey was also delivered via paper format. Hourly employees with a Waste Management e-mail address received the survey electronically.



We conduct department-specific engagement surveys as well as the broader, cross-functional surveys. One business segment conducts an annual electronic survey to find the locations with lower expressed employee satisfaction in order to devote resources to improve training and communications. Another segment conducts in-person "Stay Interviews" to elicit insight into employee concerns, satisfactions and perspectives on what makes Waste Management a good place to work, as well as why an employee might choose to leave.

Looking ahead, we are researching ways to further enhance employee engagement, including continually improving our culture as well as our use of technology and our physical work environment. Each of these affect social collaboration and networking across functions and geography and will have a long-term impact on our ability to retain employees and attract the next generation of Waste Management workers. The results will inform our engagement framework for 2019.



# TALENT MANAGEMENT



**The importance of our people and the skill sets they bring to work each day cannot be overstated. Education and training are part of talent development — but proactive management to recognize good work and support opportunities for growth and improvement are also important. We are cultivating this through our talent management program to reach managers and employees at all levels. Hiring, selecting and developing future leaders, as well as evaluating our employees in alignment with our values, is standard across the enterprise.**

Waste Management's talent management program provides continual learning opportunities in areas such as professional development, sales, leadership, technical training and compliance training. We take a "learner-centric" approach with a mix of options, including face-to-face training and conversation, as well as mobile and online communications. Our talent management program consists of three major components:

- › Performance management core areas: goal setting, check-in conversations and annual performance evaluations. The program sets accountability expectations for employees with the understanding that progress is monitored throughout the year.
- › Talent reviews and succession planning are designed to recognize and reward high-performing and hard-working employees. Waste Management has identified definitions for "high potentials" and "high performers," which are used throughout the company to ensure we set high standards — and equal standards — for our leaders of today and tomorrow.
- › Training and development is provided to all employees who participate in both traditional formal training programs and real-time training utilizing technology. Read more on our Training and Development programs in our [Training](#) section and in the [Workforce Appendix](#).



# SAFETY

**Safety is our top priority, and every Waste Management employee has a critical role in understanding potential safety risks — most notably those associated with transportation incidents and unique workplace hazards.**

## Safety on the Road

Waste Management Safety Services' behavior-based safety culture is focused on teaching and building knowledge while coaching every Waste Management employee on addressing unsafe conditions. Our [Mission-to-Zero](#) program was created in 2002 and is driven by the pursuit of having zero unsafe actions, behaviors or conditions. The program is designed to engage employees around prevention rather than simply tracking outcomes.

Driving safety risks are inherent to our industry. Collection drivers not only have to be well-trained when it comes to operating vehicles, but they have to constantly be on the lookout for other drivers on the road, mainly those in a hurry to pass our collectors during stops. The National Waste and Recycling Association has made significant progress in getting "Slow Down to Get Around" (SDTGA) legislation passed in 21 states thus far. The legislation requires drivers to slow down when passing refuse trucks.

As part of our shared responsibility to safety by employees and leadership alike, we created our Peer Review safety program, a process in which drivers and technicians may voluntarily choose to appeal safety-related rule violations to field-based "Peer Review Boards" comprised of fellow employees chosen at random. Since 2011, Peer Review has expanded to 70 sites, covering over 5,600 employees.

During a [Peer Review](#) hearing, both the affected employee and management present evidence, with the scope of review limited to whether the rule at issue was violated. At the conclusion of the hearing, the Board votes anonymously whether to sustain or overturn management's decision.

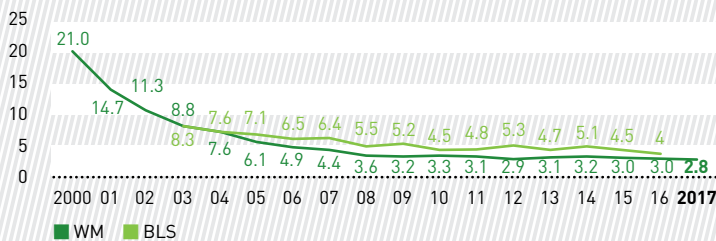


## Safety Progress

**Total Recordable Incident Rate (TRIR)** is the rate used by the Occupational Safety and Health Administration (OSHA) to track and report work-related injuries and illnesses. When comparing Waste Management to the published Bureau of Labor Statistics (BLS) Total Recordable Incident Rate (TRIR) data for the waste management and remediation

services industry, Waste Management has consistently outperformed the industry since 2005. Waste Management is taking active steps to prevent injuries through programs such as its Injury and Illness Management program, Hazardous Energy Control Program and other initiatives timed with seasonal risks such as heat illnesses in the summer and slips, trips and falls in the fall and winter.

### Waste Management vs. BLS Industry Average TRIR

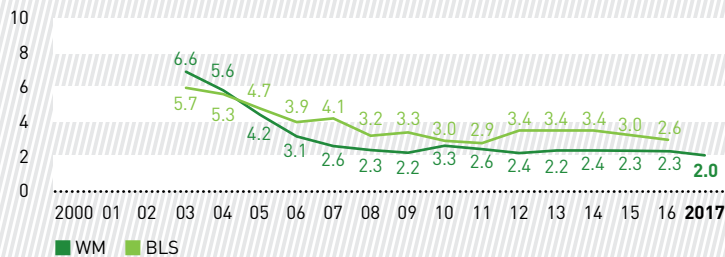


Total Recordable Incidence Rate (TRIR) has decreased nearly 90 percent from 2000, when Mission-to-Zero was launched, to 2017, and continues to beat the industry average.

**Days Away/Restricted or Transfer (DART)** rate is the rate used by the Occupational Safety and Health Administration (OSHA) to track and report work-related injuries and illnesses that result in lost time, restricted duty or transfer to another work function. When comparing Waste Management to the published Bureau of Labor Statistics (BLS) DART data for the Waste Management and Remediation Services industry, Waste Management has consistently outperformed the industry since 2005. In addition to

the programs and awareness campaigns undertaken to prevent all injuries and illnesses, Waste Management has also taken a structured approach to reducing the severity of incidents through safety processes that limit risk to employees wherever possible. Waste Management also works to provide prompt and complete medical care to employees who have suffered a work-related injury or illness to support their return to full duty as quickly as possible.

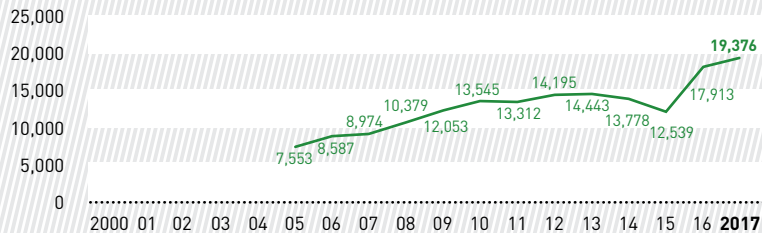
### Waste Management vs. BLS Industry Average DART



We continue to have fewer days away than industry standard and are pleased that our 2017 Days Away/Restricted or Transfer Rate (DART) marked a significant improvement.

**Vehicle Accident Recordable Rate (VARR)** is the rate used by Waste Management to track vehicle-on-vehicle accidents. In 2016, Waste Management chose to exclude specific incidents where Other Vehicles Initiated Impact (OVII), resulting in a significant

### Waste Management VARR

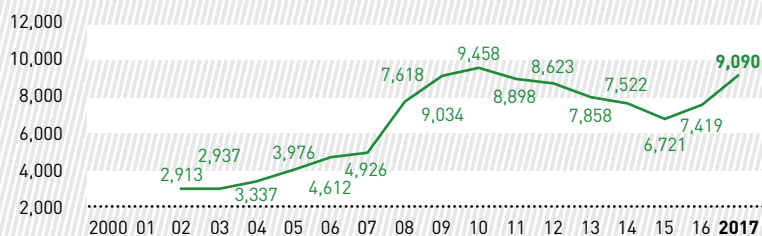


This chart reflects our 12-year history tracking Vehicle Accident Recordable Rate (VARR), showing an over 250 percent increase in accident avoidance since 2005. In recent years, we have determined that our improvement in VARR as tracked from 2005 to 2016 was increasingly affected by collisions where our vehicle was struck by a third-party vehicle, due to a noted increase in distracted driving. VARR reporting was increasingly reflective of other parties' rather than our own drivers' performance. In this report, Waste Management has adjusted the 2016 and 2017 metrics to exclude this third-party type of incident and thus more accurately represent our safety program and improvement in our drivers' performance.

improvement in the overall metric performance between 2015 and 2016. Note the 2016 and 2017 VARR excludes OVII incidents. Beginning in 2018, Waste Management is switching from the VARR to the Hourly Accident Recordable Rate (HARR) metric to encourage a focus on behaviors rather than on outcome of vehicle accidents.

**Hourly Accident Recordable Rate (HARR)** is the rate used by Waste Management to track vehicle accidents, including vehicle-to-vehicle and vehicle-to-property type accidents. In 2016, Waste Management chose to exclude specific incidents where Other Vehicles


### Waste Management HARR



We are including Hourly Accident Recordable Rate (HARR) in this report to expand our public safety reporting, showing an over threefold improvement since 2001. As is the case with VARR, we adjusted our metric in 2016 to exclude collisions where our vehicle was struck by a third-party vehicle. This revision more accurately represents our safety program and improvement in our drivers' performance.

Initiated Impact (OVII), resulting in a significant increase in the overall metric performance between 2015 and 2016. Note the 2016 and 2017 HARR excludes OVII incidents. The HARR metric encourages completing a root cause investigation on all incidents involving a Waste Management vehicle to help identify interventions to prevent future accidents.



A full-page background image showing a worker in an orange safety jacket and headlamp working on a large piece of machinery. The worker is focused on the task, and the machinery is complex with various pipes and components. The lighting is dramatic, with the worker's headlamp illuminating the work area.

## Safety Programs

We track safety monthly performance by area, service function and even equipment use, monitoring accident trends such as slips, trips, falls, sprains, lost wheels and more. The Waste Management Safety Services team leads regular performance reviews for our fleet operations, focusing on leading indicators and any areas needing attention.

As an industry safety leader, Waste Management strives for continuous improvements as our commitment to the employees, shareholders and communities we serve. As a result, Waste Management engages other transportation and service sector leaders to share best practices and exchange in dialogue over trends, issues and opportunities. Examples include training, recruiting, retention and technology.

# Safety Programs



**Standardized Training:** Waste Management offers standardized training to ensure understanding of our operating policies and procedures. Standardized training delivers a consistent message to all new hires going through the program and identifies opportunities for [continuous improvement](#).



**Driver Science Series:** Each month, drivers and managers view a defensive driving awareness video, typically 8-12 minutes in length, that reinforces safer driving behaviors. Sample topics include managing intersections, pedestrians, bicyclists, rollover prevention, following distance and braking. These awareness videos align nicely with discussions, observations and coaching.



**Employee Observation Program:** Waste Management has a structured observation program for all front-line employees to bring safety into employee behavior at all times. The practice of structured observation covers all aspects of our operations, from driving, loading, unloading, lifting and lowering, and arriving prepared for work. At disposal operations, significant accidents are subject to root-cause briefings, with company standard rules updated to eliminate recurrence as part of our continuous improvement programs.



**Injury and Illness Prevention Program:** The Waste Management Injury and Illness Prevention Program is a data-based approach to identifying injury and illness causes and testing the success of interventions on prevention. The program examines equipment, processes, policies and other potential causes of injury and illness for employees and will evaluate possible interventions for these potential causes.



**Performance Management:** The Waste Management Safety Services team leads regular performance reviews, focusing on leading indicators and lagging results. Each month, a Monthly Safety Call is broadcast via video webcast that offers a suite of key metrics, opportunities for Waste Management, industry issues and special guests, including Senior Leadership. These performance reviews and routine report distribution drive accountability and recognition, while encouraging healthy competition among field managers to outperform one another.



## Safety at Facilities

Just as we work with the industry trade association to encourage legislation to improve the safety of our fleet personnel, we also work with our trade associations, customers and the communities in which we operate to identify how they can do their part to enhance facility safety. A priority for 2017 has been increasing safety in recycling facilities. Discovering the wrong thing in the recycling bins we pick up can have serious consequences for recycling processing. “Tanglers” like garden hoses and Christmas lights thrown into the recycling bin create hazards for employees, as do banned materials like propane tanks and batteries. Lithium batteries have become a significant safety hazard at Material Recycling Facilities (MRFs). They are used in numerous appliances and cause fires when their casing is compromised. Waste Management is working with other industry stakeholders to educate the public on the hazards associated with these batteries. We work with our communities to emphasize the safety benefits of [recycling right](#) in order to reduce safety hazards at our recycling facilities.

Our internal safety manuals and training for our landfills and processing facilities are extensive, focusing on full compliance with safety standards and policies, use of required protective equipment, preventive maintenance, good practice guidance and mandatory monthly training.

We have a tailored program for the protection of facilities with limited personnel demands. At some closed landfills, renewable energy plants and recycling drop-off facilities, staffing may be limited to a single person. What if a lone worker needs emergency assistance while on the job? Our Call for Safety program offers a tool that can provide protection.

The Lone Safe Monitoring Device is about the size of a cell phone and attaches to a belt. Its motion sensors detect if an employee has been motionless for a period of time, which triggers an alert. Unless the alert is deactivated, a signal is sent to our Security Operations Center in Houston, Texas, which contacts the employee or emergency responders. The device also features a silent panic button and GPS tracking in case a worker falls or an impact occurs.





# SECURITY

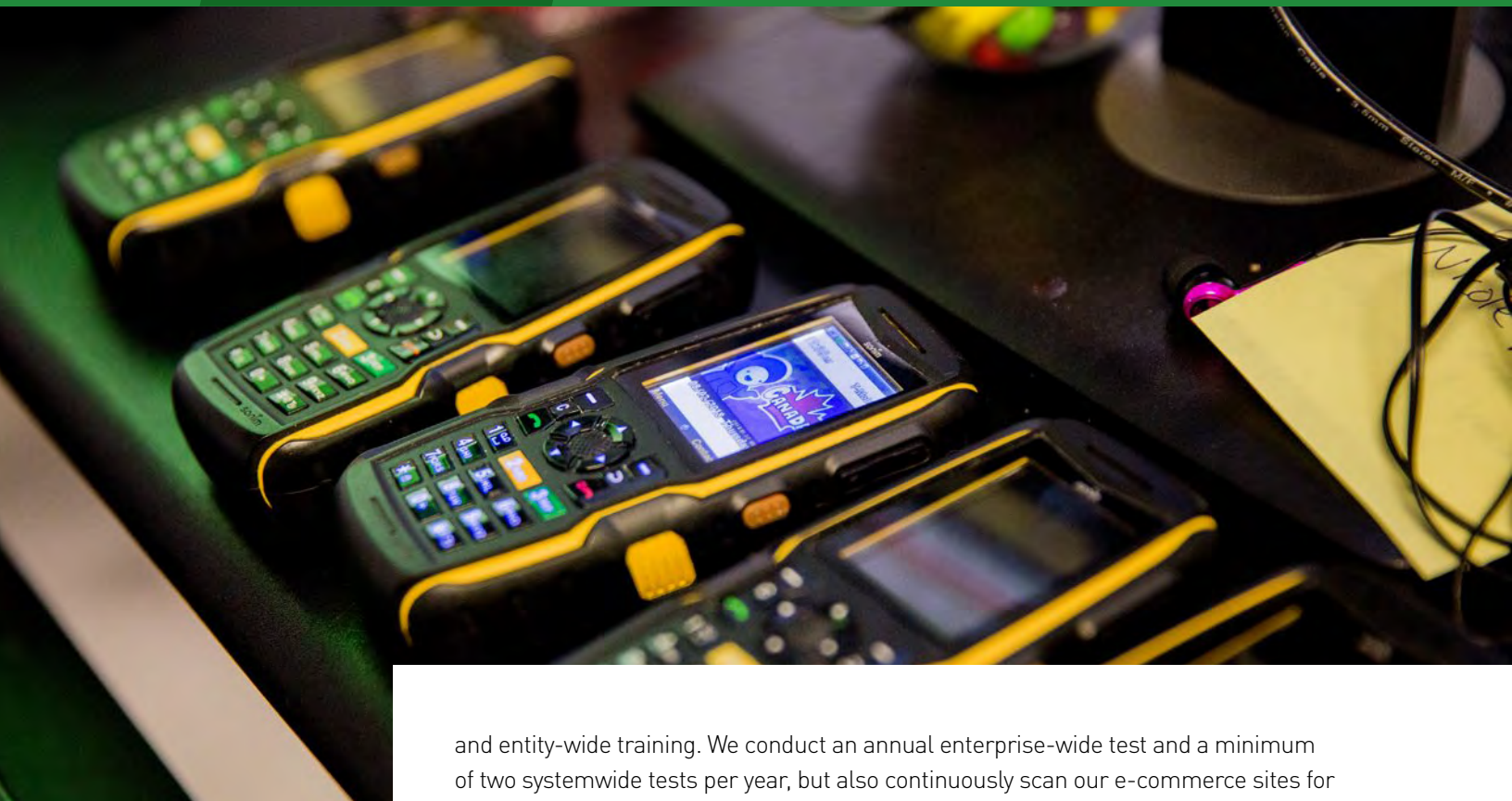
**For more than a decade, Waste Management Security Services, Inc. (WMSSI) has provided overall protection of our more than 2,000 facilities and \$25 billion-plus in assets. Today, WMSSI not only serves Waste Management, but we have expanded it as a service offering to customers. WMSSI monitors alarms and provides innovative programs that can enhance business operations by minimizing risk of loss.**

Our security services team uses intelligent video monitoring and a state-of-the-art Master Control Center to alert both internal and external clients instantly when a covered situation arises. Services provided by WMSSI include video monitoring, mobile surveillance systems, fire and intrusion alarm monitoring, access control, intelligent operations (software application), systems administration, fleet GPS tracking, lone worker safety, executive home protection and security systems integration.

## Cybersecurity

As the Waste Management customer experience increasingly moves online, we recognize the need to enhance our internal training and protect IT resources from cyberthreats. Waste Management's Digital department is constantly reviewing information on emerging threats and manages security systems that include SPAM management, a simple-to-access phishing alert and management tool, real-time response to potential threats





and entity-wide training. We conduct an annual enterprise-wide test and a minimum of two systemwide tests per year, but also continuously scan our e-commerce sites for vulnerabilities and engage an external party to validate them quarterly.

Employee education, training and coaching is an important element of data security. Our intranet provides a full-service resource for information on how to identify and resist social engineering attempts; tips on the latest phishing techniques and how to spot them; company policies and support on encryption; computer and data security internal procedures and authorizations; and policies on use of mobile devices. In mid-2017 as part of an enhanced risk identification and management process, we began to include scenario planning for minor to severe cyberthreats with an eye to improving system resilience.

# TRAINING



**Providing the opportunity for every employee to reach their full potential is perhaps the most important way that we can maximize workforce engagement and retention. This is why we offer expansive learning and development solutions to meet the needs of our business and our people, as well as providing coaching, feedback and annual performance reviews on a consistent basis.**

We believe environmental excellence and compliance are the hallmarks of sustainability and reflect Waste Management's core values. As such, compliance with applicable regulatory standards and internal policies and procedures is part of the performance review structure for employees. To foster a culture of collaboration, we use daily huddles and regular check-ins to solicit feedback and share information.

Our goal is to provide continual learning opportunities in areas like professional development, sales, leadership, technical training and compliance training.

We take a "learner-centric" approach to provide employees with a mix of options. All employees participate in annual training that includes job-specific programs as well as a variety of general professional development trainings. We offer training programs delivered face-to-face, as well as virtually, through mobile and online communications. The latter is facilitated through technology that delivers "just-in-time" learning, streamlines the learner's experience, creates online communities to build collaboration and provides individualized development plans. The company partners with colleges and credit-granting organizations to provide employees, and, in some cases, their families, with tuition discounts, scholarships, grants and waived fees. Our focus is to create a continuous learning culture that drives performance, improves our talent and supports a superior customer experience. Overall, our intranet university, the Waste Management talent central system, has nearly 3,000 training modules available to all employees, with course plans that cover all aspects of the company's operation and key aspects of career advancement.



## Senior Management Leadership Program

As part of our succession planning process and continued commitment to developing talent, we created a leadership program in 2015 to build bench strength at the senior management level. The program includes a series of business-related modules that incorporate classroom instruction, practical projects, leadership assessments with executive coaching, and exposure to the senior leadership team in both formal and informal settings. Components of this program are integrated with leadership programs that support development and retention of our midlevel leaders. We continue to refine our succession planning processes to anticipate how to best support millennials advancing within the organization and to anticipate the need for successors for our retiring leaders.

Each major Waste Management department conducts job-specific training and development. Some of the most critical positions in the company are drivers, fleet technicians and post collections workers, such as heavy equipment operators. One of the methods we use to train these employees on health, safety risks and good working practices is a Safety Awareness Training Calendar. Site managers use the calendar to schedule training for employees throughout the year on required training topics, including emergency response, heat injury and illness, asbestos OSHA training for landfill and maintenance, personal protective equipment, hazard communication and procedures for handling of chemicals and hazardous substances, just to name a few.

With a vast and decentralized workforce, we are also utilizing training videos specific to four key areas of Waste Management's operations: hauling teams, post collection employees, maintenance teams and our Energy Services division. The videos detail topics related to each worker's role, such as specific threats that must be managed throughout the workday.

## Driver Training

As a key component of our Mission-to-Zero program, Waste Management's Training Center in Fort Myers, Florida, seeks to standardize driver training and help us work to reduce driver and fleet technician new-hire turnover, as well as the number of vehicle accidents. The center includes classroom work, interactive computer lab learning, hands-on learning stations, actual and simulated driving, and immediate coaching from our skilled driver trainers. Since 2012, more than 8,000 drivers have trained at the center in intensive, two-week sessions.

In 2016, we began training fleet technicians at our center. Since then, we have trained over 500 and are looking to increase capacity for more in the years to come. We believe that the Training Center is a key element in our continuous improvement in safety metrics, such as [Total Recordable Injury Rate](#) and [Vehicle Accident Recordable Rate](#).

Additionally, drivers are now certified in the SAFETY system, an advanced training program that teaches the critical skills of safe driving. The principles learned through SAFETY are revisited monthly through an ongoing video series focused on drivers' daily operating environments. Topics can include managing intersections, pedestrians, bicyclists, rollover prevention, following distance and braking. These awareness videos align well with discussions, observations and coaching.



# Training

## BY-THE-NUMBERS

**42,000**

EMPLOYEES TRAINED  
ANNUALLY

**100%**

EMPLOYEES OFFERED  
TRAINING

**29**

AVERAGE HOURS  
OF TRAINING

Per Employee

**\$500**

AVERAGE SPENT  
ON TRAINING

Per Full-time Employee

**>275,000**

ANNUAL TRAINING HOURS

Among Full-time Employees

**100%**

DRIVERS RECEIVE  
SAFETY TRAINING  
ANNUALLY

**100%**

ENVIRONMENTAL  
PROFESSIONALS  
RECEIVE SAFETY  
TRAINING ANNUALLY

**100%**

CURRENT EMPLOYEES  
TRAINED ON CODE OF  
CONDUCT

**100%**

WASTE MANAGEMENT  
OPERATIONAL  
DIVISIONS RECEIVE  
TRAINING ANNUALLY





## Injury and Illness Prevention Training

Our Injury and Illness Prevention program is focused on preventing injuries among our post collection employees. The program examines equipment, processes, policies and other potential causes of injury and illness for employees across our facilities and properties and evaluates possible interventions and the success of these interventions on prevention. Data gathered may be used to formulate or refine monthly training topics under our Safety Awareness Training Calendar.

Other ongoing initiatives include our Hazardous Energy Control Program, as well as programs timed with seasonal risks such as heat illnesses in the summer and slips, trips and falls in the fall and winter. To read more on our full list of employee training programs, including the Hazardous Energy Control Program, see the [Training](#) section of the Workforce appendix.

## Sales Force Training

Our Sales Department has a Learning & Development division dedicated to developing sales professionals from on-boarding coaching to on-the-job skills development to mentoring for career advancement. Our 10+ years tenure with our top sales employees reflects internal opportunities to expand and grow in the job. From 2015 through 2018, we have been named one of Selling Power's "50 Best Companies to Sell For."

## Contractor Training

To educate all subcontractors working on our sites about potential risks or hazards, we have developed a Contractor Safety Orientation program. In 2016, we updated the program to include a revised Basic Safety Program module, Landfill Safety module, Landfill Gas module, Electrical Safety module and a Renewable Energy module. Presently, 235 Waste Management landfills are active on the program, with 2,000 contractor companies and 12,000 contractor employees registered. We also have a toll-free helpline available to contractors 24/7.

For more detail on Waste Management training, see the [Training](#) section of the Workforce Appendix.