



# INVESTOR PRESENTATION ON ESG PERFORMANCE

November 2020

# A RECOGNIZED SUSTAINABILITY LEADER AND EMPLOYER OF CHOICE

**2019 Corporate Leadership Award—Employee Engagement, Wildlife Habitat Council**

**2019 Climate Change A-List, CDP**

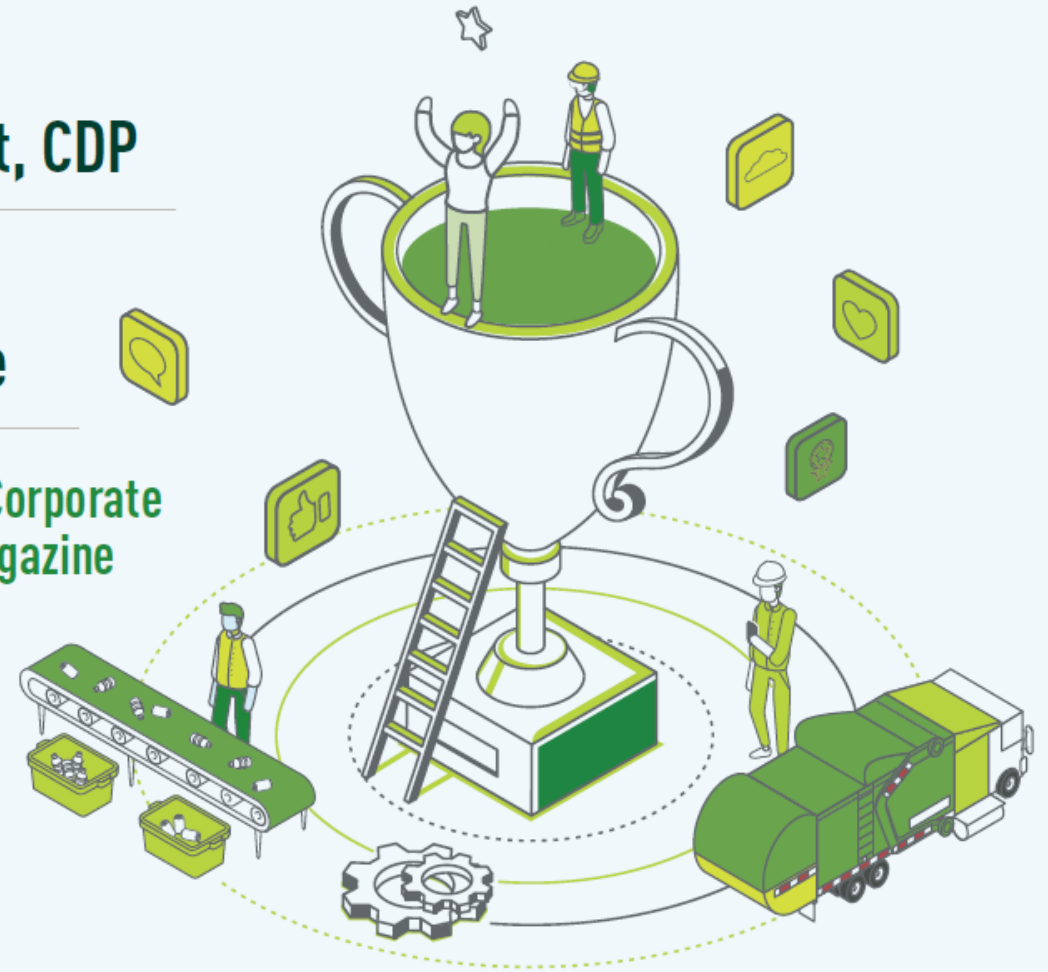
**2020 Sustainability Yearbook, Gold Class, S&P Global**

**2020 World's Most Ethical Companies, Ethisphere Institute**

**2020 Sector Leader, Dow Jones Sustainability Index**

**2020 World's Most Admired Companies, Fortune Magazine**

**2020 100 Best Corporate Citizens, CR Magazine**



## SUSTAINABILITY LEADERSHIP AS A COMPETITIVE ADVANTAGE

### Generating Renewable Natural Gas

Harnessing energy from our landfills to generate electricity and renewable natural gas (RNG)

### Operating a CNG Fleet

50% of total collection fleet and 70% of routed fleet runs on compressed natural gas (CNG); 40% of CNG fleet runs on RNG

### Leading in Recycling

Largest residential recycler in North America and committed to an economically viable and sustainable recycling platform

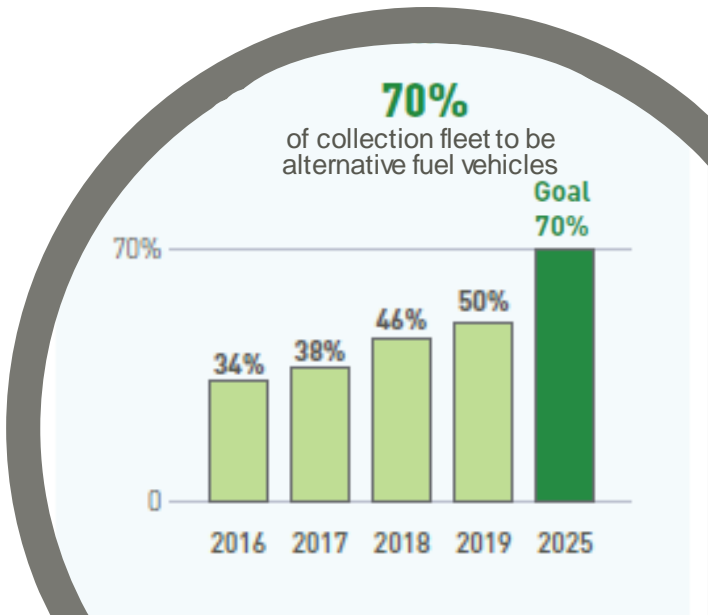
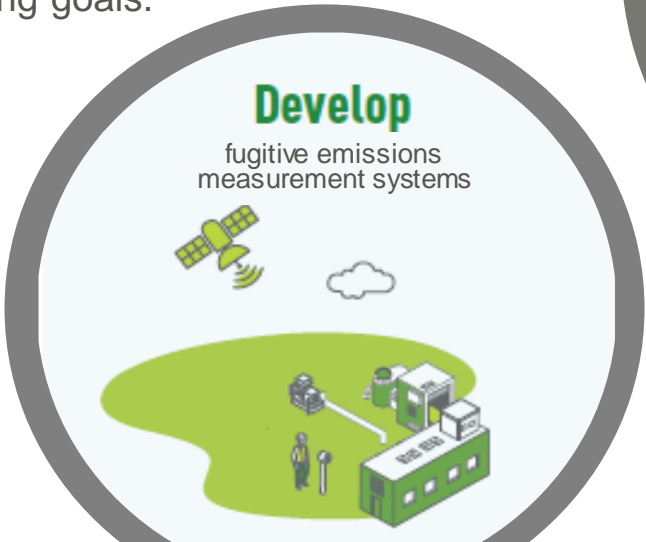
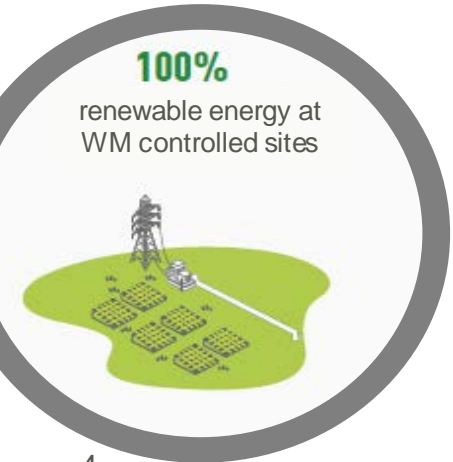
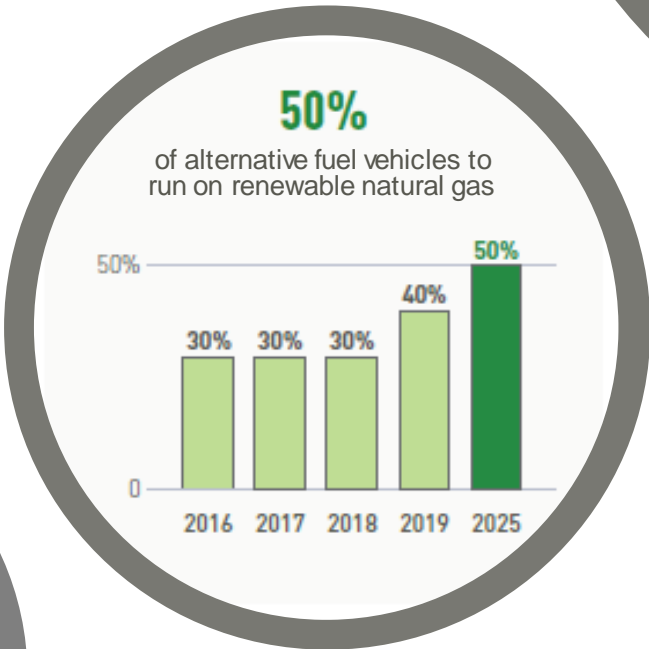
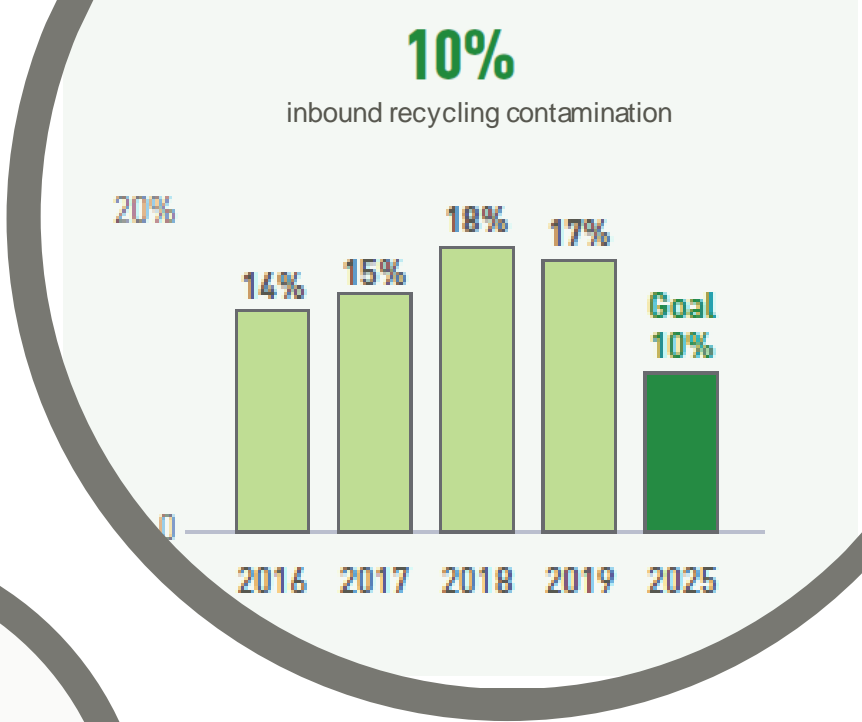
### Providing Sustainability Services

Partnering with our customers to help them meet their environmental, regulatory, financial and sustainability goals through onsite programs, remote services, industrial waste processing and consulting services



# OUR GOALS AND PROGRESS

- We have two overarching goals—to **reduce GHG emissions** and to **help make our communities safe, resilient and sustainable**.
- Over the last decade, our emissions per ton of waste disposed has decreased, as has the emissions per dollar of our revenue.
- Currently, the services we provide avoid 3x more GHG emissions than we generate in our operations, and we aim to increase that to 4x by 2038.
- We will achieve this goal by reducing emissions from our landfills, fleet and electricity use, while increasing the emissions-avoidance services that we provide to our customers, such as recycling.
- We set 6 targets to achieve by 2025 to make sure we are on the path to achieve our 2038 goals and sufficiently progressing our overarching goals.



## THE WASTE MANAGEMENT PHOENIX OPEN: THE GREENEST SHOW ON GRASS

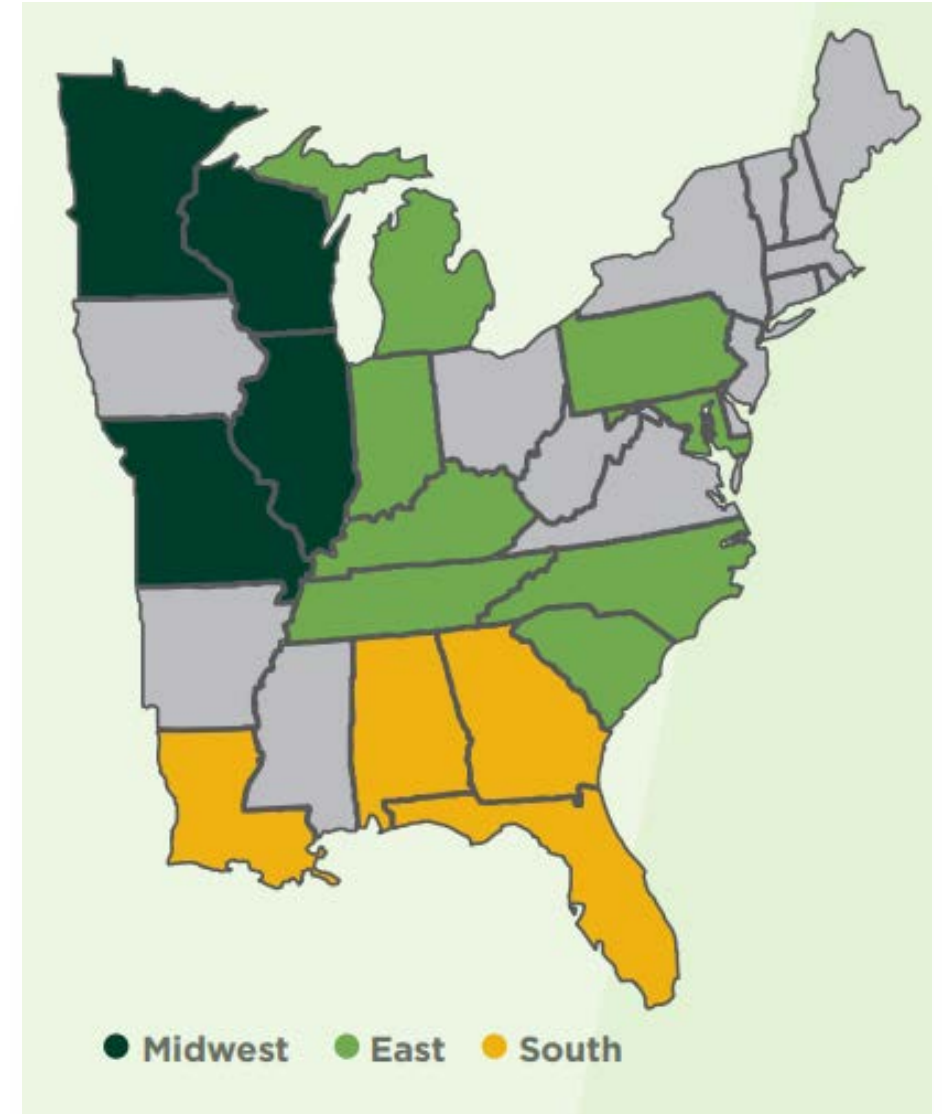
- As title sponsor of the Phoenix Open, the tournament is an opportunity to showcase WM's commitment to environmental solutions, thought leadership and building a brand with purpose.
- For 8 consecutive years the Waste Management Phoenix Open has been a zero waste event with all materials diverted through recycling, compost, donation, or energy creation.
- For the last decade, WM has hosted a Sustainability Forum in conjunction with the tournament to inform and engage leaders in a discussion centered around the environment and social responsibility.





## LOOKING AHEAD

- With the strategic acquisition of Advanced Disposal Services completed Oct. 30, we've grown our network with complementary assets and customer base in the Midwest, Eastern and Southern United States, allowing us to provide even more customers access to differentiated, sustainable waste and recycling services.
- We're working to reset our baseline to include these operations, and we plan to revisit our existing goals and continue to look for more opportunities for improvement.
- Additionally, we are piloting technology such as satellite monitoring as we work toward our goal to develop fugitive emissions measurement systems. With the target to accomplish this goal by 2025, we can confidently create future emissions goals.
- In the meantime, our current goals put us on the pathway to meet the Paris Climate Accord's 1.5-degree Celsius warming limit.



# Environment

How we reduce and avoid emissions and protect one of our most important stakeholders: the environment

# LANDFILLS AND CAPTURING THE VALUE OF WASTE

Today's landfills are sophisticated, engineered structures that contribute to environmental safety and sustainability.

At 124 of our landfills, we create economic and environmental value from waste by turning landfill gas into energy. As organic material decomposes, it naturally produces landfill gas, which is roughly half carbon dioxide and half methane. We capture this methane and use it beneficially as an alternative to fossil fuel. Landfill gas is recognized by the U.S. EPA as a renewable energy source.

Our most frequent application for biogas is to generate electricity, and we are also a leader in converting landfill gas into RNG.



Closed landfills provide valuable land for renewable energy projects and are often converted into recreational spaces as well as nature preserves and habitat for wildlife.

Type of Project	Projects	Megawatts
Renewable Electricity		
Power	92	538
Off-Site Power	5	49
Renewable Fuel		
Medium BTU Fuel	7	20
Liquid Waste Disposal	5	4
Renewable Natural Gas	15	66
Total Projects	124	678

Our landfill emissions are from both active and closed facilities. The amount of landfill gas that is collected can be measured; the amount of landfill gas generated and the amount emitted to the atmosphere as fugitive emissions must be estimated using prescribed calculation methodologies. We are working to develop solutions to measure fugitive emissions at our landfills. Learn more about our [carbon footprint calculation methodology](#).

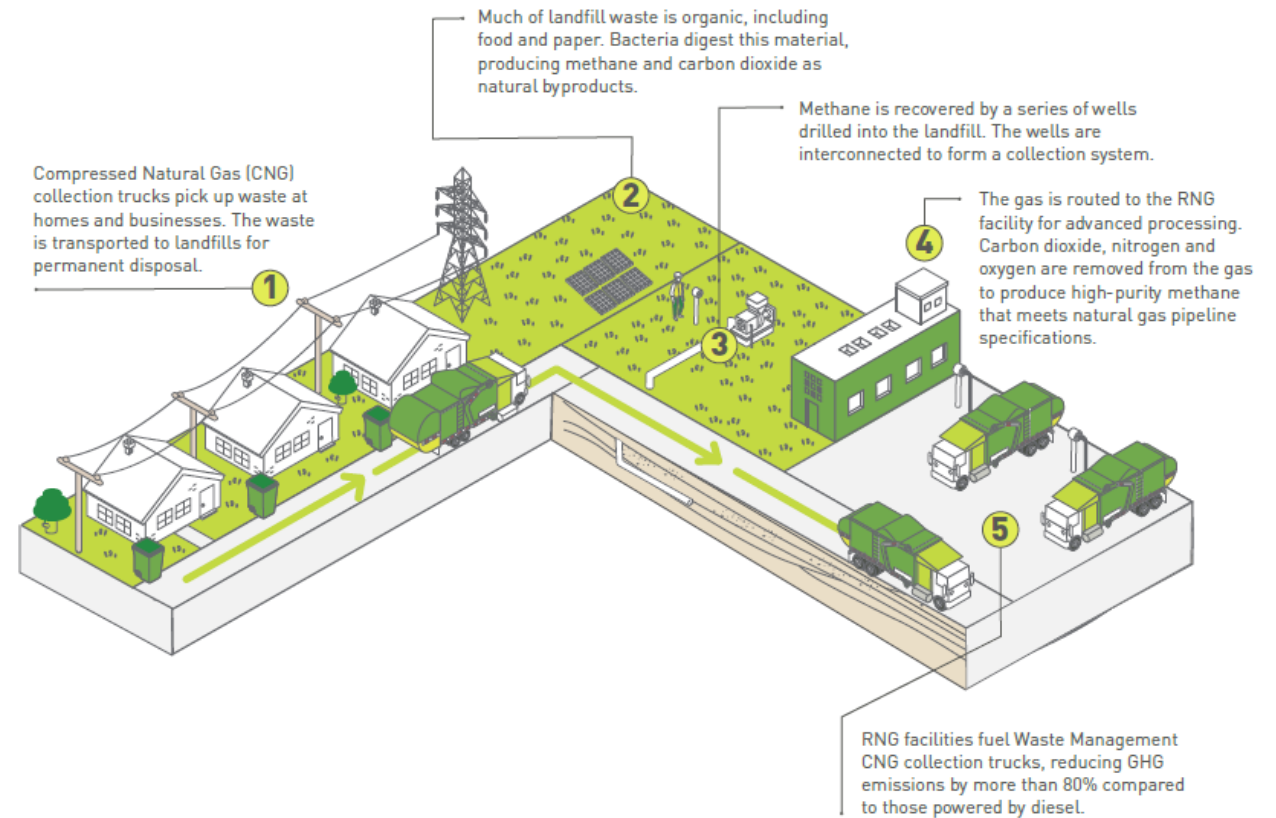


## INNOVATION THAT CLOSES THE LOOP

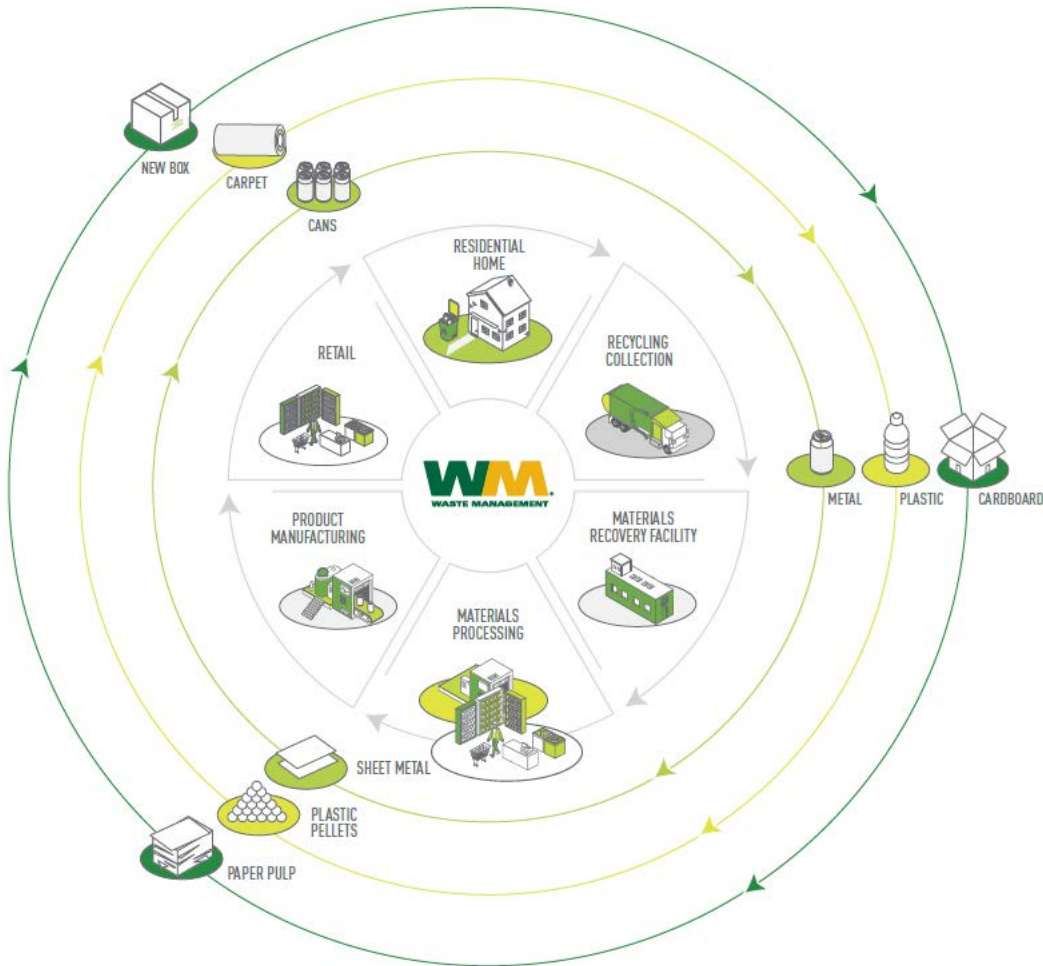
We are reducing our fleet's GHG emissions by transitioning from diesel to cleaner-burning natural gas, an increasing amount of which originates from RNG.

To date, we've reduced fleet emissions by 36% compared to a 2010 baseline, with 50% of our total collection fleet and 70% of our routed fleet running on CNG—and more than 40% of the natural gas fleet is fueled by RNG.

We aim to cut fleet emissions by 45% by 2038 compared to a 2010 baseline.



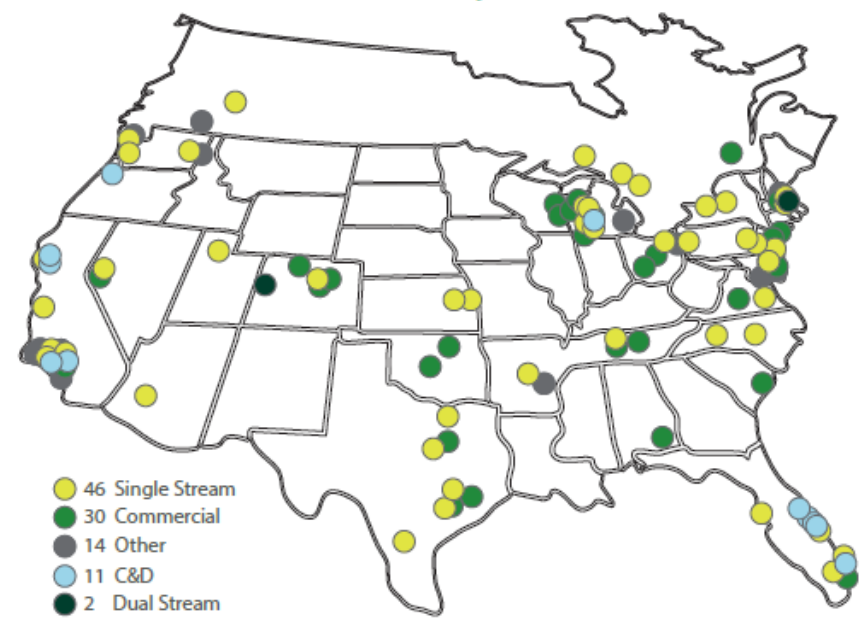
# MANAGING MORE RECYCLABLES THAN ANY OTHER COMPANY IN NORTH AMERICA



What We Recycle (2019 tons)

8,079,346 paper	3,577,122 mixed organics	1,149,000 fly ash	666,838 glass	476,645 metal
403,484 plastic	1,109,558 C&D/wood	39,594 wood pallets	9,110 e-waste/lamps	15,510,697 total materials recycled

Materials Recovery Facilities



# MOVING RECYCLING TOWARD OPERATIONAL, ECONOMIC & ENVIRONMENTAL SUSTAINABILITY

## Changing the Business Model

- Creating a shared model where customers pay based on price as well as processing costs (i.e., fee-for-service model)
- Proactively consulting with customers on the recycling cost/benefit analysis; we will provide recycling if customers pay for the service
- Deepening capabilities to purify our material streams

## Partnering with Our Customers, Communities and Stakeholders

- Improving recycling streams through customer education programs like our “Recycle Right” campaign to reduce inbound contamination
- Creating demand for recycled content (e.g. collaborating with Cascade Cart Solutions on carts made with recycled content and investing in Continuous Materials, which develops building materials from hard-to-recycle paper and plastics)
- Strengthening our internal brokerage services model to deepen relationships with end users for our products

## Innovating the Material Recovery Facility (MRF)

- Investing in recycling infrastructure with more than \$100 million spent in both 2018 and 2019
- Opened Chicago and Salt Lake City MRFs (Raleigh MRF coming soon) with advanced processing technology to positively sort materials.
- Driving the lowest processing cost in the industry



# ALWAYS WORKING FOR A SUSTAINABLE TOMORROW

Waste Management Sustainability Services (WMSS), our advisory services business, enables us to work with customers to analyze supply chain choices, like the way procurement strategy impacts the way waste is managed, and make recommendations to improve environmental impact and reduce waste generated.

We leverage our expertise through over 400 trained consultants and service professionals who evaluate reduction and recycling service options and manage customers' programs on site.

**Remediation of  
hazardous material  
at a work site**

**Collaboration with a  
fashion brand, a major  
sports tournament, a  
third-party processor and  
a textiles manufacturer to  
recycle 12,000+ plastic  
containers into clothing**

**Access to real-time  
data on waste  
inventories from  
multiple remote  
locations**

**Conversion of 2.7  
million old uniforms  
into fiber for use in  
new products**

## What We Offer

WMSS's offerings include remote and on-site support and data solutions to help customers make sense of their waste streams. Working with a wide range of sectors, WMSS has helped our industrial customers save millions of dollars through a variety of waste reduction and recycling efforts, strategic material sourcing and optimized logistics.

# Social and Governance

Putting people first and doing the right thing, the right way.

## EMBEDDING COMMITMENTS AND VALUES IN THE WAY WE WORK

### 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 we do.

### 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.

**Do the Right Thing. The Right Way.**



# MOVING THE NEEDLE ON INCLUSION & DIVERSITY



In 2019, we maintained or increased representation of minority groups compared to peer industries in all categories, identified senior leadership sponsors for diversity initiatives and assembled diverse candidate slates for positions at the Area Vice President level and above.

By 2025, we aim to:

- Achieve ethnic diversity in each segment of our workforce, with emphasis on leadership, that is greater than or equal to that of the U.S. workforce standards.
- Lead the industry in female representation at all levels, with a special emphasis on frontline and women in leadership.

## TAKING CARE OF EACH OTHER DURING TIMES OF UNCERTAINTY

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As an essential service provider, when the pandemic began, we continued to operate as much of the country paused, taking on the logistical challenge of adapting our operations to a new working environment. We never took our attention off our primary focus of people and safety:

- Providing glasses, masks and gloves as necessary for frontline employees
- Creating configurations and procedures to promote social distancing
- Instituting regular and enhanced cleaning procedures
- Guaranteeing 40 hours of pay to all full-time employees, regardless of COVID-related service decreases
- Enhancing subsidized care for children and elderly parents

### Supplying Critical Recyclables

The importance of recycling got significant attention at the outset of the pandemic, as critical products such as tissue, toweling and boxes for grocery and medical supplies are made from recycled materials. WM worked with mill customers to supply clean recyclable materials to manufacturers who were delivering these key products.

### Giving Back to our Communities

We launched the Million Meals Campaign, an employee match program that raised funds for Feeding America and Food Banks Canada. Through our combined efforts, we provided 1.9 million meals to those experiencing food insecurity due to the pandemic.



## SOUND GOVERNANCE

While many companies work hard to protect the environment from the potentially harmful impacts of their business, at Waste Management, protecting the environment *is* our business. That's why our sustainability strategy is fully integrated into our governance and management systems and reflected in our ambitious sustainability goals.

WM's Board of Directors is comprised of 8 members, 7 of whom are independent as defined by the NYSE. The role of Board Chairman has been performed by a non-executive, independent director since 2004. Waste Management's President & CEO is the eighth director. There are three standing committees: The Audit Committee, the Management Development and Compensation Committee, and the Nominating and Governance Committee.

Our Board of Directors does not delegate responsibility for sustainability and corporate responsibility to a committee. Rather, various issues of sustainability and corporate responsibility that are integral to our business, such as recycling, fleet optimization and energy, are discussed by the full Board of Directors at every meeting.

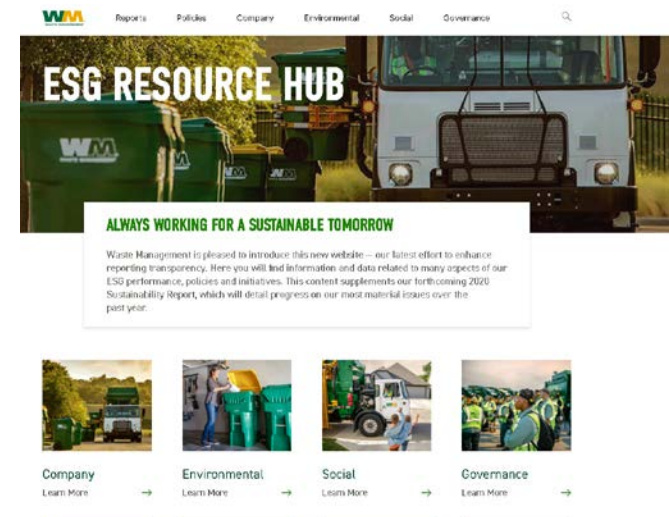




# ADDITIONAL RESOURCES

Transparency is an important part of our commitment to our stakeholders. We join with companies across the globe committed to sustainability by providing information according to the standards incorporated in the Global Reporting Initiative ([GRI](#)), the Sustainability Accounting Standards Board ([SASB](#)), and the [UN Sustainable Development Goals](#).

We invite you to review our recently released [2020 Sustainability Report](#) and brand new [ESG Resource Hub](#), which provides easy access to performance data, policies and initiatives.



# GET IN TOUCH WITH US

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