

# City of St Paul, MN Mixed Municipal Solid Waste/Yard Waste Services

**Solicitation Number: 1337-0**

Add additional Information here:



**REPUBLIC<sup>®</sup>**  
**SERVICES**

Sustainability in Action



# Table of Contents

Executive Summary .....	1
Customer Care .....	1
Our Values .....	2
Local Leadership with National Support.....	2
<b>Sustainability</b> .....	4
Safety .....	4
Talent .....	5
Climate Leadership .....	5
Communities.....	5
Sustainability as a Platform for Growth .....	5
Renewable Energy .....	5
Polymer Centers/Blue Polymer .....	6
Environmental Services .....	7
Company Overview .....	8
Local Presence.....	8
Our Company .....	9
Our Promise .....	9
Values .....	9
Sustainability .....	9
People .....	10
Leadership .....	10
Ownership .....	10
Credit Rating .....	10
Associations .....	10
Diversity, Equity & Inclusion .....	11
MOSAIC.....	11
Supplier Diversity .....	12
Partnerships & Recruiting.....	14
Inclusive Benefits Package .....	14
Our Diversity, Equity, and Inclusion Commitments.....	15
Corporate Governance.....	15
Supplier Diversity .....	16
Our Commitment and Vision.....	16

Fostering Economic Growth .....	16
Sustainability .....	16
Determining our Goals .....	17
Advancing our Goals .....	18
Plastic Circularity - Polymer Center .....	21
Understanding the Market .....	21
Current Flaws in Supply Chain .....	22
Filling the Gap .....	22
Planned National Coverage .....	23
Relevance to Municipalities .....	24
Electric Vehicles .....	25
Municipal Benefits .....	25
Understanding Factors of Success .....	26
Pushing State of the Art .....	27
Safety .....	28
Safety Overview .....	28

## Safety

Our goal is to reduce our OSHA  
recordable rates by 7% year-over-year.



.....	28
Think. Choose. Live.® .....	29
ReSOP Program .....	29
Safety Meetings & Training .....	29
Safety Recognition Program .....	29
Quality Control .....	29
Together for Safer Roads .....	30
.....	30
Focus 6 .....	30

Local Leadership .....	31
Area Leadership.....	31
National Backing .....	31
Collection Operations .....	32
Operations Overview .....	32
Operations Training.....	32
Routing Optimization .....	32
Communication with the Community .....	33
Digital Operations .....	33
Technological Impact.....	34
Emerging Technology .....	34
Financial Overview .....	35
Financial Reporting .....	35
Litigation Information .....	36
Information – Income Statement .....	38
Bank & Credit References.....	39
City of St Paul Proposal Specific Information.....	40

## Executive Summary

**Republic Services is the national leader in environmental services. We currently partner with more than 2,000 municipalities to deliver essential services while making meaningful progress toward your climate action plans.**

## Customer Care

Republic Services is so much more than a traditional hauler of municipal recycling and waste. By offering differentiated products, services and experiences to meet our customers' wants and needs, we drive customer loyalty and satisfaction. We continue to invest in and enhance our customer-facing technology. We also use our RISE platform for visibility into our dispatch and collection operations. This technology equips our dispatchers with real-time routing information and enhanced data visualization tools. RISE has significantly increased connectivity with our customers, offering them the ability to "Track My Truck" — which further improves productivity and transforms our overall operations.

We know our customers care about recycling, and they have demonstrated a willingness to pay for it. We work with our municipal partners in transforming recycling into a more durable, economically sustainable business model. Recycling is essential to our sustainability platform, and we continue to invest in it for the long term. Most evident is our innovation and investment to develop the nation's first polymer and Blue Polymer centers, which deliver the production-quality plastic polymers and olefins to enable true plastic circularity, with capacity to cover all of our operations in North America.

### **Republic Services is your low-risk, best value partner**

- 7 years continuously serving St Paul
- Customer-centric – 94% customer retention
- Safer – 33% better safety performance than industry average over the last decade
- Environmental Responsibility – #15 on Barron's 2023 100 Most Sustainable Companies
- The country's second largest collector of plastics

*Figure 1. **Your Low-Risk, Best Value Partner.** Republic Services is proud to lead the industry in many key factors that make us a preferred partner for municipal recycling and waste services.*

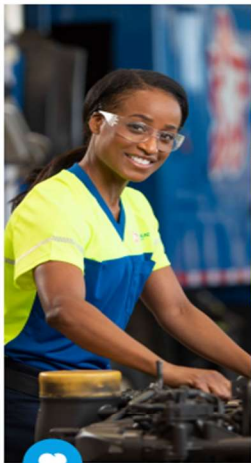









Strengths of our Company	Benefits to Municipality
99.9% pickup reliability rate	Happy community; fewer calls to city hall
33% better safety performance than industry average over the last decade	Fewer incidents; safer community streets for children at play
Simple solutions for your community recycling and waste needs	Easy access to solutions for the growing number of waste streams
Recognized as #15 on the 2023 Barron's list of 100 Most Sustainable Companies	Peace of mind that your partner is a global leader in sustainable initiatives
Most advanced, integrated Customer Resource Centers in the industry	Hundreds of trained agents networked together nationwide, organized in pods that focus on your market
Web- and smartphone-based app for easy access by community residents to relevant information	Stronger communications and easier alert and news dissemination
Robust community education and outreach	Communities educated on recycling produce less contamination and greater diversion

## Our Values

Our company culture is anchored in five core values that guide us as we serve our customers every day:

1. Safety;
2. Committed to Serving;
3. Environmentally Responsible;
4. Driven; and,
5. Human-Centered.

## Our Values

				
				
<b>Safe</b>	<b>Committed to Serve</b>	<b>Environmentally Responsible</b>	<b>Driven</b>	<b>Human-Centered</b>
We protect the livelihoods of our colleagues and communities.	We go above and beyond to exceed our customers' expectations.	We take action to improve our environment.	We deliver results in the right way.	We respect the dignity and unique potential of every person.

## Local Leadership with National Support

Our local team is vital to the successful delivery of this contract and its daily operations. This team's unique combination of experience ensures quality service for the duration of the contract. Our local and area management teams have extensive experience operating and managing waste companies, and they have longevity in the region. Because of this, we are proactive in anticipating customers' needs and adjusting to market changes. We also implement best practices to continue improving our operations and customer service. Meet your local Leadership team:

### **Brandon Schuler, General Manager:**

Brandon leads the Eden Prairie and Delano Hauling Divisions. Brandon is a hands-on General Manager and will continue to oversee all service and contractual obligations for the City of St Paul.



### **Drew Boyer, Operations Manager:**

Drew oversees all the hauling operations at the Eden Prairie Division. He works closely with his Operations leadership team to ensure that contractual service obligations are delivered, routes are efficient, and service is performed in a reliable, safe manner.

### **Matt Herman, Municipal Services Manager:**

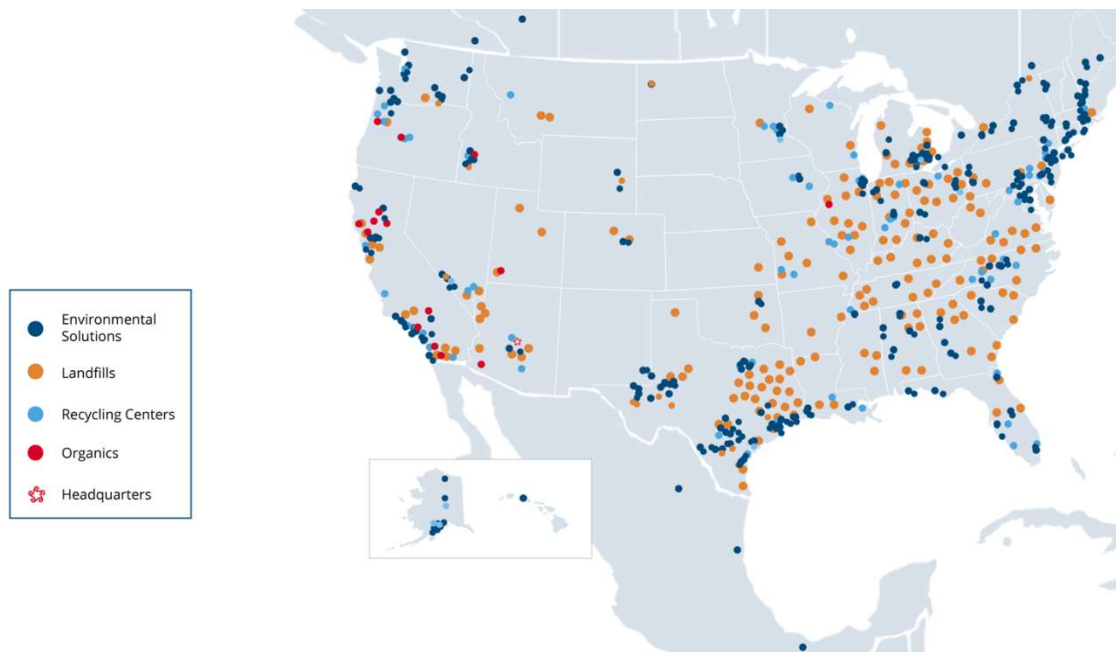
Matt will be the dedicated Municipal Sales Manager. He will continue to collaborate with the City of St Paul and oversee and/or execute on contractual obligations such as reporting, community education and events, Clean-up quotes & contract tasks and more. Matt's demonstrated commitment to customer zeal & support to Staff, during and outside of contractual service days & hours, will continue to bring added value to the City.

### **Deb Gatz, Municipal Administrator:**

Deb will be the dedicated Municipal Administrator for the City of St Paul. Deb has over 25 years of experience in the industry and will be an incredible resource for staff and residents.

While our local business operation teams are fully empowered and accountable for delivering on our commitments, they are also backed by the support and breadth of our area and corporate leadership teams. Together these teams are capable of amassing expertise and support to respond to any challenge, even during times of crisis such as COVID-19 and natural disasters. In times like this, our area and corporate teams activate to ensure our people are safe and assets are operational so we can quickly return to normal operations. This is a considerable benefit and risk mitigation to St Paul that many other providers in the industry are unable match.

*Figure 2. **Local team with a national network.** Republic Services delivers essential services and Emergency Response across North America.*



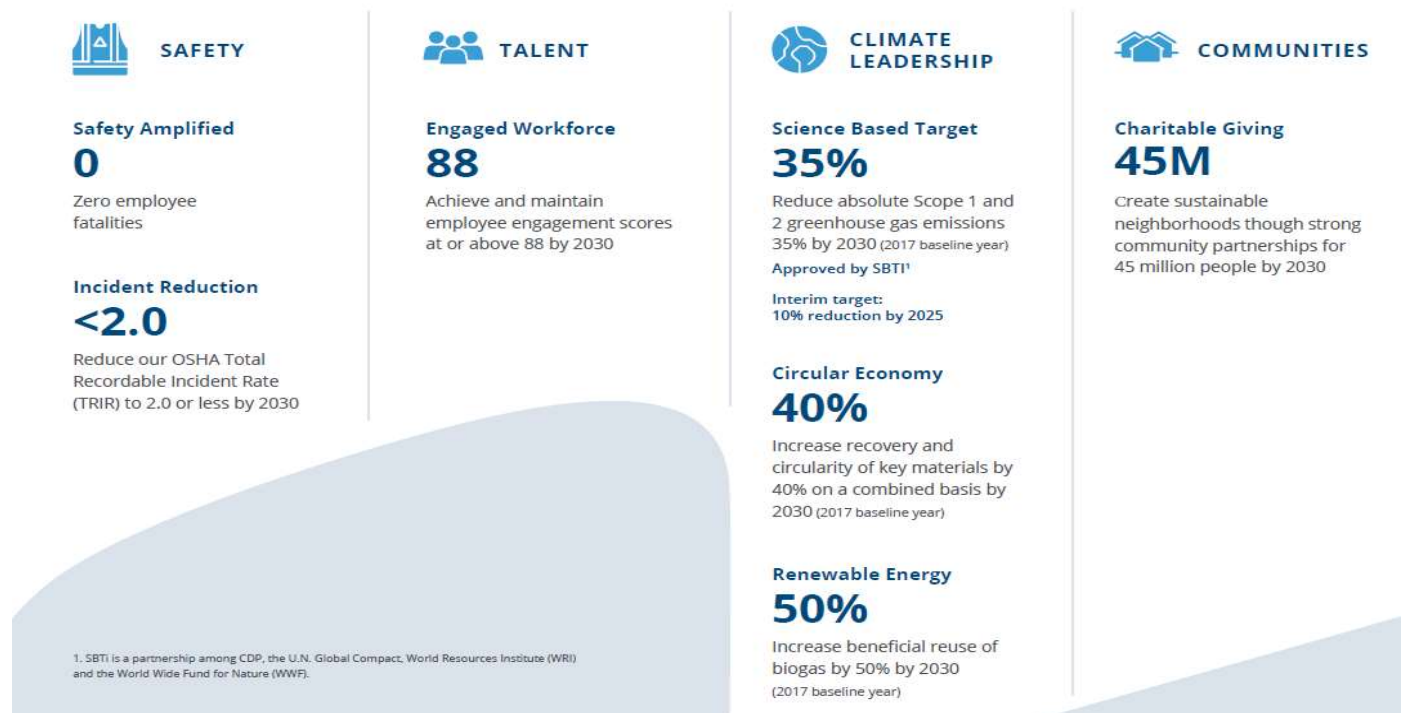
## Sustainability

The breadth and scope of our sustainability platform is earning noteworthy recognition. Our safety program leads the industry. Our fleet is reducing its carbon impact. And our landfills generate renewable energy. We are Sustainability in Action™. We are guardians of our environment and shoulder the responsibility of protecting it. We lead by example, working diligently to decrease our vehicle emissions, create innovative landfill technologies, generate and use renewable energy, and cultivate community engagement and employee growth opportunities. We are privileged to serve millions of customers nationwide. Republic Services' multifaceted sustainability platform revolves around four elements: Safety, Talent, Climate Leadership and Communities. These elements form the foundation of our 2030 Sustainability Goals.

## Safety

We prioritize safety above all else. When people feel safe, they can fully participate in the daily opportunities available to them. Republic Services has a consistently low occurrence of incidents and accidents. We're known for our strict focus on safety and corresponding best-in-industry, multi-faceted and well-organized safety program. We have a 33% better safety performance than the industry average for the last 10 years based on OSHA recordable data. Employees, the public and rate payers all benefit from our dedication to safety. We have been and will continue striving to be the safest waste services company in North America.

Figure 3. **Our 2030 Sustainability Goals encompass Safety, Talent, Communities and Climate Leadership.**





## Talent

Engaged employees are the greatest indicator of our success. We provide ongoing job training, growth and development opportunities for our employees at every level. We are invested in them and look for meaningful ways to demonstrate our appreciation for the hard work and dedication they show every day. Our inclusion and diversity efforts help to ensure everyone can bring their best selves to work each day.

Republic Services' local offices are staffed with a team of professionals who take personal responsibility for serving customers with care. We are an industry leader with a national network, decades of experience, diversified capabilities and expertise serving clients of all sizes — including, proudly, St Paul.

## Climate Leadership

In 2017, Republic Services announced its Sustainability Platform, and from it, our 2030 Sustainability Goals were born. These ambitious goals help us do best by our environment, keep us accountable to responsible disposal and benchmark our successes.

## Communities

We are dedicated to being a good neighbor in the communities where we live and work. This includes investing in customer engagement, philanthropic giving, volunteerism, environmentally responsible infrastructure, and operating in our markets at the highest standards.

Republic Services' community engagement plan is based on the needs of community-based organizations and civic and business entities in St Paul. We have a track record of giving to and spending in St Paul.

## Sustainability as a Platform for Growth

Our sustainability efforts include major investments in our planet's future. We actively innovate and drive the industry in new directions, which will ultimately transform the ways in which recyclable materials achieve circularity. We are also dramatically reducing emissions attributed to landfills and fleet vehicles. Four relevant examples of our effort and leadership are outlined below and directly relate to our third-party recognition and awards.

## Renewable Energy

Our landfills safely and responsibly handle our customers' waste. These sites also provide a lesser-known benefit: renewable energy production.

When organic waste breaks down in a landfill, the natural process creates biogas, which largely consists of methane. We capture this gas through collection systems and, for many years, have utilized it to generate energy. Our legacy landfill gas-to-energy (LFGTE) projects produce electricity for the public utility grid.

Today, demand for renewable energy is driven by efforts to decarbonize and reduce emissions, so our focus has shifted to producing renewable natural gas (RNG). RNG can be used for a variety of applications to displace conventional gas from fossil fuels. As a transportation fuel, RNG can reduce emissions up to 70%, which has made it highly valued in the marketplace.

To help meet this rapidly growing demand, we recently announced a joint venture with bp to develop 40 landfill RNG projects across the U.S. This venture is the nation's largest RNG portfolio build-out to date, offering both environmental and economic sustainability.

Once fully operational, these projects are expected to generate approximately 12.5 million MMBtu of RNG annually — equivalent to the average annual natural gas usage of nearly 200,000 residential customers in the United States. We are already engaged in 68 LFGTE projects around the country, and these additional deployments give us scale to make a significant, direct climate impact.

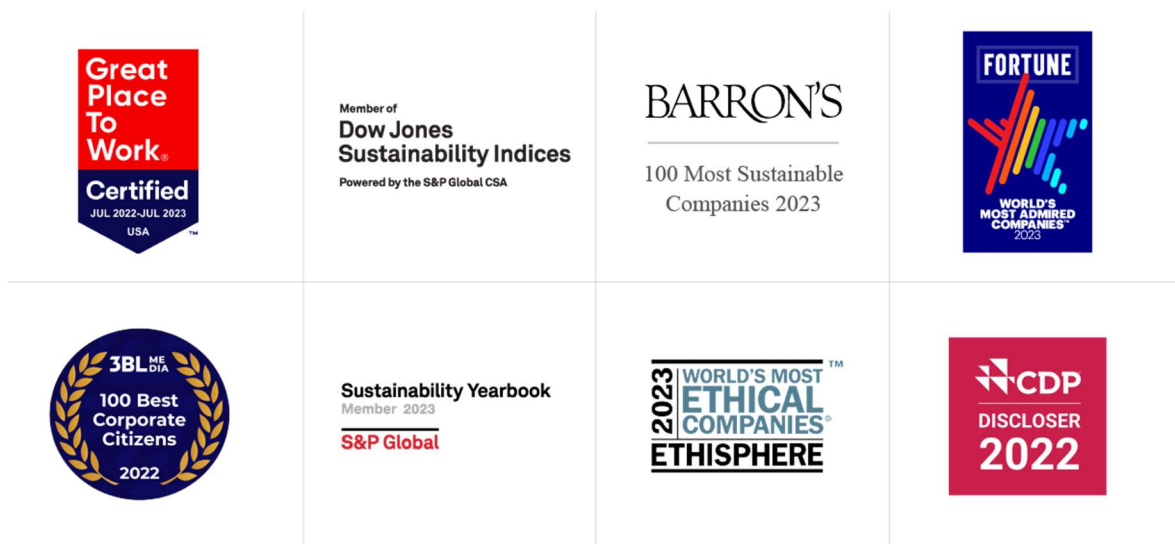
Once all 40 projects are operational in 2027, we anticipate capturing and beneficially reusing 70% of our total landfill gas and making significant progress toward our Renewable Energy goal.

## Polymer Centers/Blue Polymer

Plastics circularity has traditionally been a challenge in the recycling industry. While many people do their best to recycle, the lifecycle potential of different recycled materials is not broadly understood. While an aluminum can is generally recycled back into a new can, a water bottle or detergent jug is more likely to be remade into products such as textiles, carpet or construction pipe instead of a new bottle or jug. These “downcycled” products have few options for further recycling, so their lifecycle tends to be finite — not circular. But demand is growing for recycled plastics that can be reused in consumer packaging, and the current supply is not keeping up. Republic Services wants to keep plastic packaging in the circular economy.

We have an innovative solution: the Republic Services Polymer Center, the nation’s first integrated plastics recycling facility. The facility is designed to directly address increasing demand from consumer brands and packaging manufacturers for recycled plastic, driving value for recovered resins and enabling greater circularity. Our first Polymer Center in Las Vegas processes plastics from Republic Services’ recycling facilities. More centers are planned.

*Figure 4. **Recognition supports our approach.** Engaged employees and leadership make Republic Services an employer of choice.*



Republic Services has entered into a joint venture with Ravago, a leader in polymer recycling and distribution, to create Blue Polymers, a partnership to advance circularity in the plastics industry. The new facilities will utilize recycled polyethylene and polypropylene from Republic Services' Polymer Centers to create high-quality, recycled resin for consumer packaging and other applications. The process will convert high-density polyethylene and polypropylene into fully formulated products for use in both food-grade and non-food-grade sustainable applications.

## Environmental Services

In May 2022, Republic Services acquired US Ecology, a leading provider of environmental solutions offering treatment, recycling and disposal of hazardous, non-hazardous and special waste.

This acquisition allows us to provide customers with the most complete set of environmental services in the industry.

US Ecology adds a national platform of difficult-to-replicate assets and talent to Republic Services, including: nine specialty waste landfills with five hazardous waste landfills; 16 RCRA-permitted treatment, storage and disposal facilities (TSDFs); seven wastewater treatment facilities; and more than 100 environmental services field locations.

Customers with multiple recycling and waste service needs value the ability to consolidate services with a single partner that has a successful track record of safety, compliance and environmental responsibility.

These important new service capabilities mean we can now safely and responsibly manage more of the non-standard waste collection and processing tasks that are critical to all municipalities across the country. Residential customers can enjoy drop-off or collection programs for household hazardous waste, electronics, universal waste or medical sharps. Commercial and industrial customers can now expand their collection program to include vacuum cleanout services, collection of oils or solvents, or other unique materials that come from the business or manufacturing process.

Lastly, municipalities can now enjoy a single partner that supports cleanups of abandoned waste, homeless encampments and drug labs seized by police, as well as emergency response to spills, remediation or natural disasters.

For example, the Republic Services team was at the forefront of cleanup efforts after an oil spill off Southern California's coast in October 2021. A third party's pipeline had ruptured, resulting in more than 125,000 gallons of crude oil washing ashore. When called into service, we quickly mobilized 250 people who supported recovery efforts including the collection, transport and disposal of oil-soaked waste.



Figure 5. **Emergency Response Services** – We were at the forefront of cleanup efforts after an oil spill off Southern California’s coast in October 2021.

**Republic Services invests in our communities by continuing to provide customers with safe, customer-service-focused solutions.**

- Municipalities that partner with Republic Services typically renew or extend their contracts about **90%** of the time. We’ve had some partnerships for longer than 50 years.
- Our 16,000 drivers execute more than 5M pickups/day nationwide.
- Republic Services Charitable Foundation gives back to communities through our National Neighborhood Promise and community-based grant programs.

## Company Overview

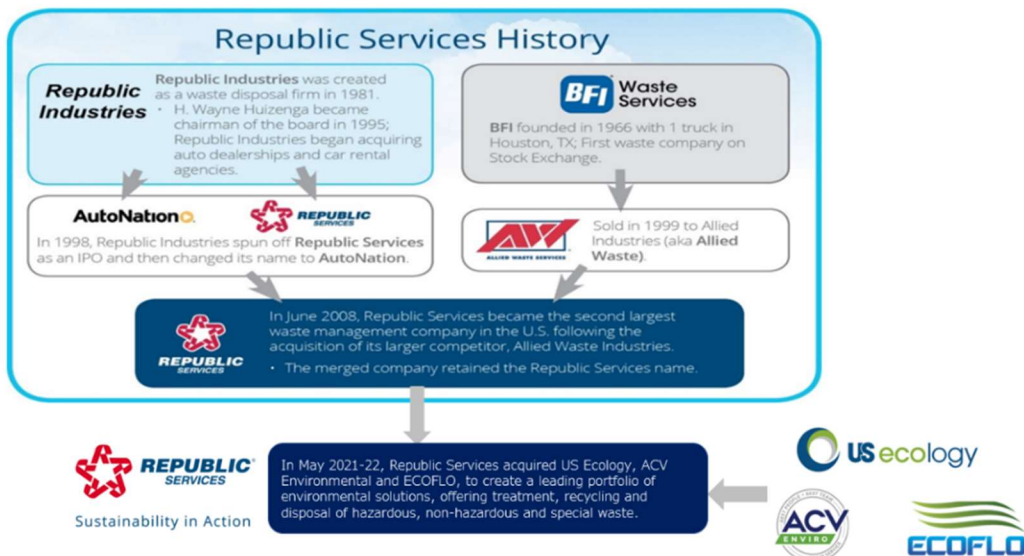
Republic Services is a national leader in environmental services, delivering essential services to more than **2,000 communities**, and **13 million customers**.

## Local Presence

For decades, Republic Services has partnered with municipalities, residents and businesses to provide solid waste, recycling, yard waste, and bulky item collection services. Republic Services serves the communities our employees live within.

We place great importance on talent and recognize that our employees are our most important asset. Republic Services endeavors to provide the very best working conditions, including a safe environment, competitive pay and benefits, and many opportunities for personal and professional growth. In fact, many of our supervisors and managers began their careers at Republic Services as drivers, landfill operators or technicians.

Figure 6. **Company History.** Today’s Republic Services is the product of three former industry leaders in recycling and solid waste, and the 2022 addition of three prominent leaders in environmental services



## Our Company

Republic Services is an industry leader in environmental services, recycling and waste. With the acquisition of US Ecology in 2022, we can now offer customers the most comprehensive set of products and services available from a single company.

With 39,000 employees and 16,000 trucks on the road, we operate the fifth largest vocational fleet, and we're able to serve customers throughout the nation and beyond. Our extensive infrastructure includes 198 active, modern landfills and 71 recycling centers. In addition to our daily operations, we have our eyes on the future, currently operating 77 landfill gas and renewable energy projects, and we're adding 39 more in a joint venture with Archaea Energy/bp in the next decade.

## Our Promise

**Sustainability in Action™** is our promise and it's more than just a promise for us. It's who we are and what we do. As an environmental services leader, we make a commitment to operate in the most responsible way possible. We're not waiting for tomorrow; we're doing the hard work of sustainability today, within every facet of our business.

## Our Vision

Republic Services' vision is: Partnering with customers to create a more sustainable world. This vision is intentionally ambitious and demonstrates our commitment to achieve real sustainability. We also partner with customers to help them follow through on their commitments and responsibilities.

## Values

We believe that empowered and engaged employees are the greatest indicator of our success. We are guided by the principles we have adopted as our core values. These include:

**Safe** – We protect the livelihoods of our colleagues and communities.

**Committed to Serve** – We go above and beyond to exceed our customers' expectations.

**Environmentally Responsible** – We take action to improve our environment.

**Driven** – We deliver results in the right way.

**Human-centered** – We respect the dignity and unique potential of every person.

## Sustainability

At Republic Services, we are dedicated environmental stewards entrusted to properly handle materials every day by driving increased recycling, generating renewable energy and helping our customers be more resourceful. Republic Services leads by example, working diligently to improve our relationship with the environment and society through decreased vehicle emissions, innovative landfill technologies, use of renewable energy, community engagement and employee growth opportunities.

Sustainability contributes to a cleaner world, provides opportunities to increase customer loyalty, grows our business, motivates our employees and differentiates Republic Services from our competitors.

## People

Our people are the center of our success. Attracting, developing and engaging the best talent is critical to our success. Whether it's through our dedication to safety, robust learning and talent development programs or expanding our diversity and inclusion initiatives, we are committed to making Republic Services an employer of choice where the best and brightest come to work.

## Leadership

Republic Services' operations are expansive in scope and network but local in operations and service. The dynamics and opportunities differ in each of our markets. Our national presence allows us to identify and incorporate best practices that drive greater overall operating efficiency across the company while maintaining day-to-day operating decisions at the local level, closest to the customer. We manage our operations through 12 geographic operating areas, consisting of multiple business units and divisions that each provide recycling and waste collection, transportation and disposal services. Your municipal contract will be executed locally, by our seasoned team located at our Eden Prairie Hauling Company. This team is fully empowered within our company structure to serve you. This local team has the backing and support of corporate staff.

## Ownership

Republic Services, Inc. is a publicly traded company on the New York Stock Exchange (NYSE symbol: RSG).

The above figure shows information as of April 2022 with respect to the ownership of common stock by shareholder who is known by Republic Services to own more than 5 percent of our outstanding common stock:

Figure 7. Ownership beyond five percent

Name of Owner	Percent Owned
Cascade Investment, LLC	34.8%
BlackRock, Inc.	6.5%
The Vanguard Group, Inc.	5.6%

## Credit Rating

Republic Services, Inc. has an "investment-grade" rating.

## Associations

Republic Services is a member of the following associations. Our employees are actively engaged in these organizations and serve on the board of directors and/or are elected officers in many cases.

- National Waste & Recycling Association (NWRA)
- National Waste & Recycling Association (NWRA)
- Solid Waste Association of North America (SWANA)
- Environmental Research and Education Foundation (EREF)
- United States Green Building Council (USGBC)
- Public Affairs Council
- U.S. Conference of Mayors, Solid Waste Advisory Council
- National League of Cities (NLC)
- International City Managers Association (ICMA)
- International Facility Managers Association (IFMA)



## Diversity, Equity & Inclusion

**Diversity, Equity and Inclusion are not just about race and gender; they're about providing a welcoming space for everyone.**

Republic Services is committed to hire, serve and support people of all backgrounds, family types and from all walks of life.

We believe with deeper empathy for one another and by connecting with each other in new and meaningful ways, we will be better together, and as a company. Our goal is to create a feeling of belonging for all employees. We value the innovation and enriched workplace culture that comes with a diverse workforce, so we take deliberate and intentional action in our recruiting efforts, hiring practices and retention policies to employ a range of experiences and perspectives.

We have made a companywide commitment, have acknowledged that our journey requires significant company investment, training, and evaluation, and we expect authentic, profound organizational change over time. Just as we have achieved world-class performance as a safety leader, we will build a diverse, equitable and inclusive workplace. Our path forward involves interconnected trainings, strategies, measurement and continuous improvement.

And we're on the right path, as demonstrated by the third-party recognition we continue to receive for ethical and inclusive behavior, workplace equality and social responsibility. This recognition is important because it confirms we are on the right track — for our employees, our prospective employees and our partners.

## MOSAIC

MOSAIC Council, an acronym for Mission of Supporting an Inclusive Culture, is comprised of leaders from across the company to drive Republic Services' inclusion and diversity efforts. The diverse group provides guidance, support and insights on inclusion and diversity best practices.

### *Diverse Workforce*

- Republic Services' high-performing workforce is diverse, engaged and well-prepared to meet the needs of our customers and communities.
- As of 2021, nearly half of our total workforce — 47% — is ethnically diverse.
- Women make up 20% of our workforce, while 38% of our top leadership roles are held by woman; more than double from 2019.

## Business Resource Groups

To increase employee engagement, connection and growth, our employee-led Business Resource Groups (BRG) support tangible business objectives. Members contribute unique insights to assist in solving complex problems and provide momentum via groups for anyone to participate. Our BRGs currently include:

- **Women of Republic** — creating an inclusive culture that attracts, retains, develops and values top female talent throughout the organization
- **Black Employee Network** — providing opportunities whereby Black employees can cultivate and grow their careers in alignment with Republic Services' core values
- **V.A.L.O.R.** — enhancing Republic Services' capacity to recruit, develop and retain veterans and veteran spouses for drivers and mechanics to leadership and senior leadership roles
- **UNIDOS** — connecting and supporting the members of the Latin culture in their personal and professional journeys by providing high-impact interactions, a sense of community and opportunities

### Business Resource Groups



Women  
of Republic



Black  
Employee  
Network



UNIDOS



V.A.L.O.R.

## Supplier Diversity

In addition to employee diversity, we pursue supplier diversity across our supply chain and business activities to foster inclusive procurement and promote local economic growth. A certified Diverse Supplier must prove certification from one of these organizations:

- Disability: IN
- National LGBT Chamber of Commerce (NGLCC)
- National Minority Supplier Development Council (NMSDC)
- National Veteran Business Development Council (NVBDC)
- Women's Business Enterprise National Council (WBENC)

We're dedicated to spending \$150M with certified diverse suppliers by 2025.

## Partnerships & Recruiting

To recruit and hire a diverse range of candidates, we partner with a variety of external organizations including but not limited to:

- National Black MBA Association, Inc.
- National Diversity Council
- Forte Foundation
- HBCU Marketplace
- MBA Veterans
- Recruit Military

In addition to partnering with these external organizations, we host recruiting events at universities across the country to reach out to a variety of talented prospects.

## Inclusive Benefits Package

We know benefits look a little different for everyone, so our benefits package strives to be inclusive of our employees' needs. Our benefits include:

- Comprehensive health care benefits for employees and their families
- Paid parental leave, including for adoptive parents
- Mental & behavioral health
- Wellbeing programs
- Remote, hybrid and in-office positions available
- Flexible spending accounts and dependent care spending accounts available
- Access to our Employee Assistance Program for help with everyday life challenges
- Retirement programs including a 401(k) with a company match.

*Figure 8 **Recruiting Diversity.** Republic Services works with partners to recruit and retain diverse employees.*



## Our Diversity, Equity, and Inclusion Commitments

Republic Services has made robust commitments to inclusion and diversity in the coming years – including increasing black representation in key roles, launching a veteran career development program, developing frontline employees to advance their careers into frontline leadership roles, and driving important increases in representation of women both in frontline positions and in leadership roles. We are dedicated to creating an inclusive environment where all can thrive.

## Corporate Governance

Lastly, we operate within a comprehensive corporate governance framework that defines responsibilities, sets high ethical expectations for professional and personal conduct, and helps ensure compliance with these responsibilities and standards.

Our Board consists of 12 highly engaged and skilled directors with varied experiences and backgrounds, who bring diverse perspectives to their oversight of our business while representing the long-term interests of our shareholders.

Figure 9 **Diversity in Governance.** Republic is committed to Board refreshment based on the company's current and future needs and strategic priorities.

### Race/Ethnicity 25% ETHNIC MINORITY



### Gender 33% WOMEN



**50%**  
overall Board diversity<sup>1</sup>

### Tenure AVG. TENURE: 5.1 YRS



### Age AVG. AGE: 53.3 YRS



### Independence 92% INDEPENDENT



## Supplier Diversity

**As an industry leader, Republic Services is committed to partnering with diverse business enterprises.**

Our experience and interaction with state and local governments will allow Republic Services to work with our municipal partners in St. Paul, MN and adhere to government procurement law. Additionally, we can also assist qualified contractors with earning and retaining M/W/V/DBE certification, and we seek to partner and assist diverse suppliers where possible.

## Our Commitment and Vision

Our team is committed to ensuring that supplier diversity is integrated into our strategic sourcing and procurement processes to generate efficiency, innovation and increased opportunities for diverse suppliers. We are dedicated to spending \$150M with these suppliers by 2025.

Our vision is to create opportunities that foster inclusive procurement and promote local economic growth valuing innovation and competitive advantage.

## Fostering Economic Growth

Republic Services recognizes that small business enterprises, especially those owned by minorities, women, disadvantaged individuals, veterans (VBE) and LGBTQ are an integral part in growing the St. Paul, MN economy through job creation. Republic Services partners with qualified businesses across the country.

We partner with these firms and offer mentoring to assist them in operating at our high standards. This often helps them establish repeatable processes and controls that lead to continued success.

## Sustainability

***We're committed to partnering with customers to create a more sustainable world.***

This is our company vision, which is intentionally ambitious because we believe we are uniquely positioned to help our customers achieve their own sustainability goals.

*Figure 11. **Elements of Sustainability.** Republic Services is the lowest risk, best-value partner for your municipality, focusing our sustainability platform around these areas*



***Republic Services is a recognized leader in Sustainability, with major investments toward our 2030 goals.***

- Listed on Dow Jones Sustainability Index since 2016
- Named to Barron's 100 Most Sustainable Companies
- Named to 3BL Media's 100 Best Corporate Citizens list
- Certified as Great Place to Work®
- Included in the S&P Global Sustainable Sustainability Yearbook
- Scored at Leadership Level for CDP Climate Change since 2019

## Determining our Goals

As one of the largest environmental services companies in the United States, with the 5<sup>th</sup> largest vocational fleet in operation, our opportunity to make a meaningful impact on the sustainability of the country is real. Our foundational Elements of Sustainability are deeply integrated into our business and serve as the anchor for our 2030 sustainability goals.

- **Safety** drives every decision we make. Our dedication to safety extends to our customers and into our communities. We are committed to creating a safe environment for our customers, communities, and employees. Republic's safety performance has consistently been 38% better than the industry average, based on available OSHA data.
- **Talent** We employ and develop talented professionals that demonstrate an unwavering commitment to sustainability, including the well-being of our customers, communities, and each other. We proudly celebrate diversity by maintaining our culture of inclusion, a culture that allows employees to bring their whole selves to work.
- **Climate Leadership** We are focused on delivering services and solutions for a more sustainable world. Through landfill and fleet innovation, recycling and circularity of key materials, and renewable energy production, we're committed to environmentally responsible operations that increase efficiency, grow our business, and drive performance of our customers' goals.
- **Communities** Investing in the communities where our employees and customers live and work is vital, so our charitable giving platform revolves around sustainable neighborhood revitalization. We directly support people, places, and spaces in need with financial grants, in-kind donations and volunteer time.

We have defined relevant, ambitious goals under these four elements, and are the first US environmental services company to have a greenhouse gas goal approved by the Science Based Targets Initiative (SBTi). Figure 2 offers a look at our 2030 Sustainability Goals.



## Advancing our Goals

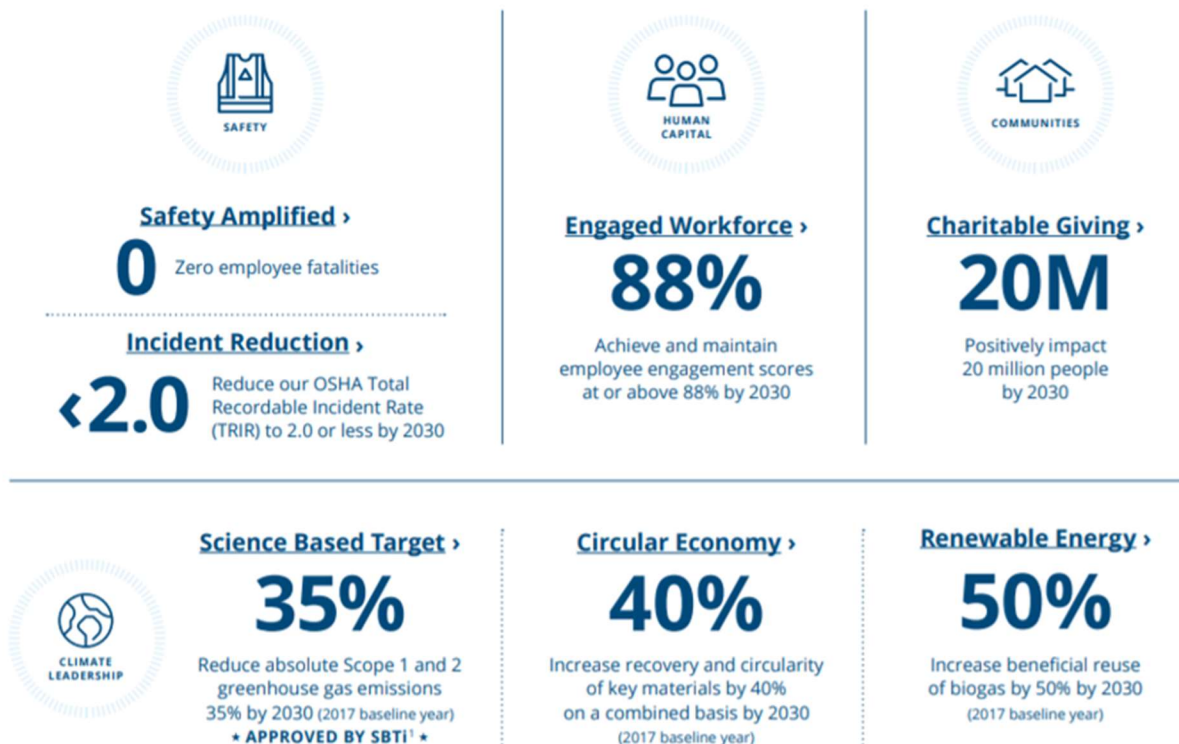
Once we had set our 2030 Sustainability Goals, we set out to identify meaningful investments and innovations that would drive the types of major changes we require to achieve the goals by the end of the decade.

In total, we invest more than \$100 million per year in our sustainability initiatives, as a commitment to our planet. Examples of our investments to make a measurable improvement in our 2030 Sustainability Goals are offered below:

- **Reduce Emissions** – Operating the 5<sup>th</sup> largest vocational fleet in the country, we have over 16,000 trucks in operation. For this reason, our commitment to electrify our fleet will drive a meaningful portion of our GHG emission reduction goal.

We have been running pilot operations for electric vehicles at multiple sites across the country with aggressive, long-term plans to grow our EV fleet each year as technology advances. In March 2023, we unveiled an electric truck designed from the frame up in collaboration with OshKosh. This design effort further demonstrates our commitment to electrification, and our willingness to innovate from scratch rather than simply retrofit a legacy vehicle.

Figure 12. **Elements of Sustainability.** Republic Services is the lowest risk, best-value partner for your municipality, focusing our sustainability platform around these areas



- **Reduce Emissions (and) Renewable Energy** – As the owner and operator of a large portion of landfills in the country, our ability to capture and reuse otherwise-emitting gases from those facilities will contribute to the majority of our emissions reduction goal (in addition to our EV fleet conversion).

As of 2022, we had 74 landfill gas-to-energy (LFGTE) projects, generating power, or renewable natural gas (RNG), from the methane produced by the landfills. In addition to this, we announced a joint venture with Archaea Energy to develop RNG projects at 39 more landfills, above and beyond the 17 already being developed at the time of the announcement. In late 2022, Archaea announced they were acquired by BP, further strengthening our position for the success of America's largest RNG portfolio. One fifth of our collections fleet, comprising 100% of our CNG vehicles, is powered by RNG, thereby avoiding the extraction and use of fossil-gas.

- **Charitable Giving** – We continue to expand our focus on community reinvestments through our Republic Services Charitable Foundation, local Community Grants, in-kind donations and employee volunteerism. The focus of our efforts are on placemaking, which refers to projects that have the potential to make a positive impact of a large portion of the community.

Our Foundation announces approximately 12 major grant projects each year, investing \$2-3M annually into communities where we live and work, ranging from parks to community gardens; schools to community center revitalization. Additionally, throughout the year, our employees and local business units invest in smaller grant projects as well as volunteerism in the local community. From inception through year-end 2022, we have impacted over 5.5M people toward our goal, placing over \$17M in various grants to help make a difference across the markets that we serve.

Figure 13. **Electric Vehicle** technology is evolving quickly, enabling us to electrify our fleet over the coming years.



Figure 14. **National Neighborhood Promise** is our foundation grant program for charitable giving.



- **Reduce Emissions (and) Circular Economy** – To meet the demand to further reduce emissions in landfills by diverting food and other organic waste, we have built one of the largest portfolios of organics facilities in the nation. Our drive to push the envelope as we develop these facilities led us to be named the 2020 Organics Recycler of the Year by the National Waste and Recycling Association (NWRA), recognizing Republic for innovation and leadership in diverting food and yard waste from landfills through food recovery, organics pre-processing and composting, all of which contributes to a circular economy.
- **Circular Economy** – In order to address the growing desire to manage circularity of plastics, we announced a bold investment and innovation to create a hub and spoke network of Plastic Polymer Centers across the United States. These centers represent the first time a single North American company will manage the plastics stream from curbside collection to delivery of high-quality, and even food-grade, recycled content for consumer packaging. By keeping materials in use at their highest quality, a water bottle can live on to become another water bottle, transforming what it means to commercially recycle and bringing material circularity directly to our customers.

Figure 15. **Organics Innovations** such as our solar-powered Otay Compost Facility in Chula Vista CA, operating entirely off-grid, have earned awards such as 2022 Organics Management Facility of the Year.





## Plastic Circularity - Polymer Center

**With increasing desire to address the plastic recycling challenges, Republic Services offers a unique and leading ability to enable greater plastic circularity for our municipalities.**

There is a growing gap in the North American supply chain for recovered plastics to serve Consumer Packaged Goods (CPG) manufacturers' increasing goals as well as state legislation mandating circularity. This is driven by the inability for traditional recycling centers to generate the CPG level quality that manufacturers need, as well as the barrier that exist for a third party to aggregate enough volume to make such business economically viable. Republic Services has a solution for this challenge.

## Understanding the Market

Plastic packaging in North America faces a challenge to achieve circularity in recycling.

For example, the likelihood of a water bottle in America becoming another water bottle is slim. This is attributed to three key factors: 1) public education, 2) lack of proper recycling opportunities, and 3) the ability of the plastic material to be properly separated and aggregated into a quality that manufacturers can accept into their production lines. work on public education, as well as comprehensive placement of recycling containers throughout the municipality, create a much higher probability that plastics will make their way to a modern recycling center, rather than a landfill. However, once plastics arrive at a

**Our Polymer Center advances plastics circularity, addressing an unserved demand in the supply chain with a solution that is unique to Republic Services**

- Of 14M tons of plastic packaging generated in America today, only 2% is recovered for circularity.
- Traditional MRF bales contain a cross contamination of plastics that downstream manufacturers do not seek.
- Manufacturers are increasing their CPG goals for recovered content, creating an unserved demand.
- Republic Services will produce high-quality washed flakes and color-sorted recycled resins at our Polymer Center to feed CPG goals of various manufacturing partners
- Our operational approach is patent-pending, and we hold an exclusive relationship with the technology supplier.

*Figure 16. Changing the American Plastics Supply Chain – Republic Services Plastic Polymer Centers will ensure a higher ratio of tons recovered achieve CPG circularity.*



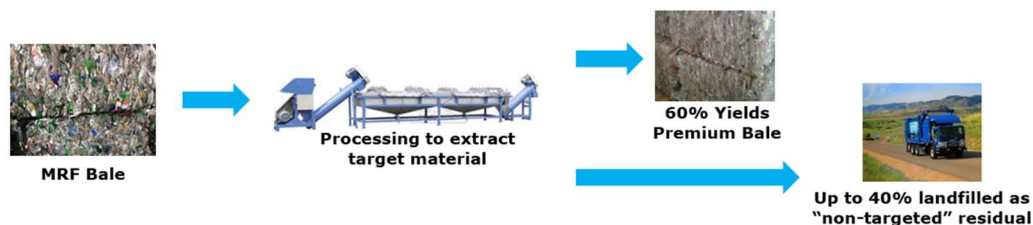
modern recycling center, the technology design at these facilities yields a bale that contains a mix of cross-contamination, which means the bale contains plastic grades that are not optimized for the increasing CPG goals and quality requirements. Currently, a majority of PET that is recovered in a modern recycling center is “downcycled” into carpet and textiles. Of roughly 14 million tons of North American consumer packaging plastics that are generated every year, 10M tons are landfilled, and 2M tons are incinerated. Of the 2M tons that are recovered through modern recycling programs and centers, 1.7M tons are “downcycled,” while only 0.3M tons (2%) can achieve circularity.

## Current Flaws in Supply Chain

When a CPG manufacturer purchases bales of plastics from a modern recycling center to meet their goals for recovered plastic content, they start with these “cross-contaminated” bales that are described above. Most CPG manufacturers are targeting a specific grade of plastics that they need in their process and have no use for the remainder of the bale that is cross-contaminated. For example, a company targeting PET may purchase a bale of PET water bottles, which also contains caps that are HDPE, and weigh almost as much as the PET bottle itself. In the manufacturer’s process, they may strip off the caps to obtain the targeted PET that they need, but the remaining material that is not of any use to them can be as much as 40% of the bale (by weight). This “non-targeted residual” often is disposed in a landfill rather than being aggregated for benefit from a CPG manufacturer that is seeking the HDPE.

This reality exposes a growing gap in the plastic CPG supply chain, as manufacturers need a higher quality aggregated stream of targeted commodity than a modern recycling center can yield.

Figure 17. **Current Supply Chain Flaws** – Existing CPG manufacturers often target a specific plastic stream, which leads to upwards of 40% of a MRF bale becoming “non-targeted residual”.



## Filling the Gap

Republic Services is uniquely able to close this gap and address the growing demand in the North American CPG plastics market. We achieve this through our unwavering commitment to sustainability and by applying innovation and investment to yield a better future for our planet.

In 2023, we will open our first Polymer Center, located in Las Vegas, Nevada. This facility will be the first of its kind in the industry and serve a refined hub-and-spoke model to serve our partner municipalities from the Northwest to Texas. The Polymer Center will be designed to centralize the complex and costly operations to accurately separate the various grades of plastics into high quality commodities that meet CPG manufacturers’ target requirements.

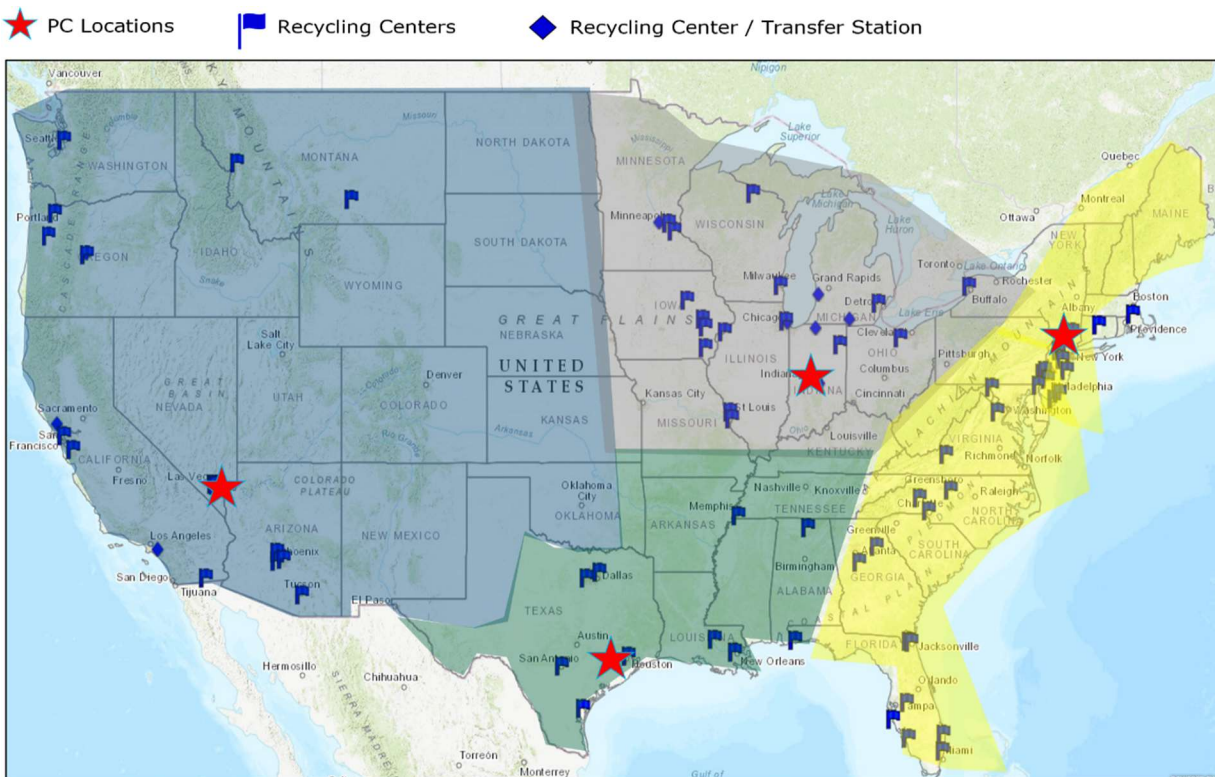
Because we are the first company to solve this complex challenge, our operational approach and technology designs are patent-pending, and our relationship with the company that manufactures the highly specialized equipment is exclusive. These two realities differentiate Republic Services as the only partner in the industry that can ensure your plastic recyclables have the highest circularity.

To complement this, we are in discussions with a growing list of CPG manufacturers who want to partner with Republic to secure a portion of these high-quality plastic commodity tons, as it increases their own ability to meet or exceed their ESG goals to their shareholders.

## Planned National Coverage

The first Polymer Center is intentionally positioned in the West, where legislative requirements for consumer packaging is driving increased demand for recycled plastic content. We have plans to expand this operation to 3 locations across the United States, offering full coverage to all Republic Services municipal recycling partnerships in the 47 states we serve. This expansion of our operations will take place within the contract term duration of many of our municipal contracts, which makes this exciting improvement to the industry relevant for any municipality that is considering the best partner for their environmental service needs today.

Figure 18. **Planned National Coverage** – We will cover all our Municipal recycling partners with 4 Polymer Centers when completed, with Texas-Alabama tons initially routed to Las Vegas.





## Relevance to Municipalities

Our Polymer Center offering is highly relevant to municipalities considering a best value partner for several reasons.

1. **Climate Action Goals** – Our innovation and commitment to our Polymer Centers are proof of our leading commitment to position our Municipal partners to meet or exceed Climate Action Goals and Sustainability objectives during the term of the contract. When combined with our ongoing efforts to electrify our fleet, and our major investments in acquisition of companies that expand our environmental services offerings, Republic Services is able to partner in ways that others simply cannot.
2. **Environmental Peace of Mind** – Through our commitment to our Polymer Centers, we are able to ensure a far higher degree of circularity for your plastic recyclables than any other bidder. Traditional MRF operations will continue to produce cross-contaminated MRF bales that are destined for downcycling into carpet or textiles.
3. **Affordability** – By moving the higher cost quality checks from our MRF facilities to the centralized Polymer Centers, the costs to operate our MRFs are more affordable than other processors. This translates into better processing rates per ton for your municipality.
4. **Market-Leading** – This powerful approach to meeting the growing demand for increased circularity in North America can only be delivered through a partnership with Republic Services. Our patent-pending operational design, as well as our exclusive relationship with the supplier of the highly specialized sorting equipment allow us to make that statement.



**Figure 19. Advancing Plastics Circularity**  
 – The Polymer Center will be the nation’s first integrated plastics recycling facility. It will enable us to manage the process from curbside collection of recyclable material to production and delivery of high-quality recycled content for consumer packaging.

## Electric Vehicles

**Republic Services is proud to lead the industry with innovation that enables municipalities to benefit from an all-electric fleet.**

We operate one of the largest vocational fleets in the country with 17,000 collection trucks. For this reason, one of our sustainability goals is to reduce our greenhouse gas emissions 35% by 2030. This aggressive target is backed by the Science Based Targets initiative (SBTi) and in line with the Paris Climate Agreement. One of the greatest opportunities in pursuing this goal is to advance the state-of-the-art technology for vehicle electrification, and to benefit municipalities with our fleet's conversion.

## Municipal Benefits

Municipalities that convert their environmental services operations to an electric fleet can immediately enjoy multiple benefits at a very affordable price.

- **Greenhouse Gas Reduction** - With a growing focus on sustainability and environmental responsibility, many municipalities have established climate action plans that include a goal to reduce greenhouse gas (GHG) emissions over time. Because transportation (passenger cars and light-duty trucks) accounted for 28% of GHG emissions in the United States in 2021, according to the EPA, converting daily environmental services routes can meaningfully impact a municipality's emission reduction goals.
- **Noise Pollution Reduction** - Electric collection trucks are considerably quieter on routes than their CNG/RNG or diesel equivalents. Our initial EV trucks are so quiet that some municipalities may add noise emitters to alert people that the truck is coming.
- **Perception as a Leader in Sustainability** - Municipalities early to adopt and implement EV are seen by their peers and constituents as progressive and committed to sustainability.

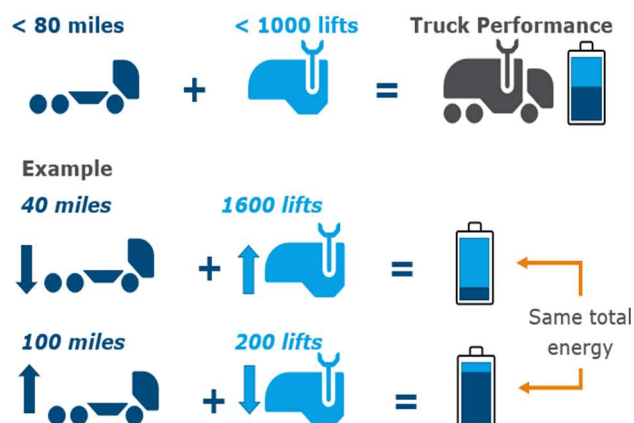


Figure 20. **Power Trade-offs** – Power utilization is a function of route distance and number of lifts/compaction.

## Understanding Factors of Success

Implementing EV in a municipal contract is achieved over time as the EV platform's performance improves and aligns with the contract's various route dynamics. In other words, not every route in every contract is immediately suitable for EV conversion. To successfully convert a fleet from diesel or RNG to electric power, it is important to understand the operation's complexity and the balance that must be achieved across these four key factors:

### Vehicle Performance

The operational constraints of a modern recycling and waste collection vehicle make it one of the most challenging platforms to electrify.

- Ideally, route trucks should run continuously throughout the day and not require a midday stop to recharge.
- Trucks service 800-1,600 homes on collection routes, starting and stopping every few hundred feet, which presents a greater power draw (from the body) than a long-haul over-road truck.
- During the collection operation, the truck must power the lift arm that grabs the cart, tips the material and places the cart back on the curb. As the hopper fills with material, the truck must power the compactor, which compresses the material in the body of the truck to maximize the number of homes it can service before requiring a disposal trip.
- A truck's batteries plus its collected material can weigh multiple tons, which place an additional burden on the drive train and require more power to propel a full vehicle compared to an empty one.

Together, these operational constraints create an initial performance requirement for a collection truck that is far greater than a transit bus or over-road tractor trailer.

### Infrastructure

Charging a fleet of collection vehicles presents a considerable utility power challenge. A hauling facility's entire fleet is on route at the same time during the day. This requires an electric fleet to be charged during a specific period, typically from end-of-day to early morning hours. As the size of the electric fleet increases at each hauling facility, the need for sufficient power (transformers, switch gears, distribution line and charging stations) also increases.

*Figure 21. **Four Factors of Success** – In order to convert operations to electric vehicles, these four factors must be aligned.*



## Route Dynamics

Route location and terrain play a factor in successful early fleet electrification.

- Terrain is a factor in early-stage operations because the power draw increases when navigating hilly terrain, especially with heavier collection loads. Routes with this terrain tend to deplete the battery before the route is completed, which requires the truck to stop service and recharge during the day. Correspondingly, a flat route will draw less power and thus be more successful in the early stages of development.
- The climate of each route can also present challenges, since some routes are in extreme heat or extreme cold during a portion of the year. Cabin comfort and battery conditioning consume more energy in hot and cold environments. For this reason, in the initial stages of development, ideal routes will be in moderate climates.
- The weight of the collected material will place an added power burden on the platform. Because of this, initial electric routes are best for recycling (over waste) until platform performance can complete a full route with heavier waste payloads.

Until battery technology and platform performance exceed operational requirements, the optimal route will be on flat terrain, in mild climates, and collect relatively lighter loads.

## Economics

Like any new and emerging technology, electric-powered waste collection vehicles cost a premium. In 2022, an electric truck costs about \$200,000 more than an equivalent RNG-powered truck. Additionally, the infrastructure required to bring power and a charging station to the hauling yard parking space adds costs to the initial capital. The cost per truck for the infrastructure investment depends on the total number of trucks implemented in the rollout. Bringing power into the hauling yard costs a considerable amount whether it is for one truck or 21 trucks.

To make the economics work, a municipality needs to support the additional costs flowing through to the price per home. The municipality should also ensure they can accommodate EV in their procurement process, since the cost difference between a CNG/RNG or diesel bidder and an EV bidder could cause the EV bid to unintentionally lose on price.

We strongly encourage municipalities interested in electric vehicles to dialogue with Republic Services, monitor where they are in the “Four Factors of Success,” and ensure their contract terms enable a conversion to EV over time as routes and truck capabilities align.

## Pushing State of the Art

Republic Services is proud to lead the industry with an aggressive push to electrify our fleet. Despite the challenges described, we are not shying away from the topic. In fact, we are engaged with multiple platform manufacturers. Our investment in advancing the technology is multi-faceted. We start by flowing operational facts and needs to the manufacturers so their development teams understand the real-world paces the truck must perform. We then buy their prototypes and early production trucks and run them on real routes in multiple locations in the U.S. Lastly, we give the

feedback from those real-world routes back to the manufacturers so they can

*Figure 22. **State of the Art** – We announced a frame-up design for an EV truck with Oshkosh in March 2023.*



learn from our efforts and improve their designs.

### Initial Pilot Programs

In 2022, we ran two pilot programs on real routes — one in Hickory, North Carolina, and the other in Boise, Idaho. Each of these locations used a different manufacturer's truck, offering performance feedback to both teams.

### Long-Term Plans

Our long-term plans are aggressive but achievable. As performance, infrastructure, route dynamics and economics mature for all routes in all geographies, we will implement electric trucks in municipalities that want to benefit from EV.

## Safety

**Safety is Republic Services' highest priority. We adhere to a strict policy of safety protocols with supporting infrastructure, where employees are trained to "Think. Choose. Live.®"**

## Safety Overview

Republic Services has an industry leading safety record that has been 38% better than the industry average for the past ten years, based on OSHA data. In addition, we have been recipients of 72% of the industry's Driver and Operator of the Year awards since 2009.

Republic Services maintains strict compliance with all applicable OSHA, federal, state and local safety

requirements while performing all work-related functions.

We recognize that a safe workforce is not simply a discussion with a new hire, but a dedicated plan to review, educate and verify employee practices constantly.

Our employees are our greatest asset, and our dedication to every employee's safety is second to none

38% safer than the industry average, while maintaining the 5th largest vocational fleet in the United States

Think. Choose. Live.® embodies our company culture

Winners of 72% of industry's Driver of the Year awards since 2009

Republic Services has the lowest occurrence of incidents and crashes in the industry due to our company-wide emphasis on safety, extensive employee training and ongoing educational development programs. Republic Services requires all operations personnel to participate in extensive classroom training and testing, as well as on-road auditing and policy reinforcement.

Two of Republic Services' ambitious sustainability goals are tied to specific safety metrics. These include reducing our Occupational Safety and Health Administration Total Recordable Incident Rate to 2.0 or less and having zero employee fatalities.

## Safety

Our goal is to reduce our OSHA recordable rates by 7% year-over-year.





## Think. Choose. Live.®

Every day, drivers face a multitude of challenges and are required to make decisions that can greatly impact their safety, as well as the safety of those in the communities we serve. Our best-in-class driver training program focuses on continual improvement of all our 16,000 drivers.

Our Think. Choose. Live.® philosophy helps navigate these situations by encouraging employees to Think about their actions, Choose the safest approach and Live to go home to their families at the end of each day.

## ReSOP Program

The Republic Services Observation Program (ReSOP) is paramount to decreasing incidents. Supervisors are required to conduct a minimum of two in-person employee observations per week. The purpose is to improve safety, customer experience and productivity. The employee and their leader work together toward excellence.

## Safety Meetings & Training

Republic Services provides weekly, monthly and annual safety training for all our employees.

Safety topics are developed based on subject matter required under OSHA regulation. Republic Services prepares well-developed tailgate sessions, provides translators to engage all employees and encourages open discussion and participation.

Meeting topics may include:

- Injury and illness prevention/safety rules
- Back injury prevention
- Emergency response/fire safety
- Exposure control plan
- Drug and alcohol program
- Personal protective equipment
- Employee right-to-know

- Hearing conservation safety
- Lock out and tag out safety
- Slips, trips and falls
- Confined space entry

## Safety Recognition Program

The Republic Services Dedicated to Safety and Dedicated to Excellence programs are designed to identify, recognize and reward safe employees who are dedicated to safety and excellence in their workplace. Employee safety and excellence is measured on six criteria including having no preventable crashes or injuries, no unscheduled lost time and no safety warning letters. Each employee who qualifies is recognized monthly, quarterly and annually.

## Quality Control

To ensure extreme reliability and a consistently high level of customer service, Republic Services has a quality control program called Driver Service Management (DSM).

DSM includes an extensive driver-lead reporting process, accompanied by regular auditing, that is focused on safeguarding against procedural failures. DSM standards guarantee that all driver issues will be addressed and completely resolved by supervisors or management within seven days of discovery.

The program is monitored and conducted by a Driver Service Coordinator responsible for:

- Conducting pre- and post-route briefings with drivers
- Entering and monitoring DSM issues
- Running and distributing reports

During collection activities, drivers are instructed to make notes on their route sheets throughout the day. The objective of the post-route briefing is to collect all valuable route information from each driver. Driver Service Coordinators must complete the post-route briefing section of the Driver



Check-In form and drivers must sign the form before clocking out each day. Finally, Driver Service Coordinators must submit any findings to the appropriate department that same day. For example, customer service will receive issues such as billing concerns and questions; operations will receive issues such as poorly sequenced routes; sales will receive items such as commercial overage issues; safety will receive information pertaining low hanging wires or dangerous dumpster locations; and maintenance will be forwarded issues such as repair and replacement needs. Should an item remain open for longer than seven days, it is forwarded to the General Manager to bring matters to an immediate resolution.

## Together for Safer Roads

As the operator of the 5th largest vocational fleet in the country, with an industry leading safety record, we have a direct effect on roadway safety each day. While our strong safety performance is significant in the communities we serve, we aspire for more.

Today, we are proud to be the only recycling and waste services provider associated with Together for Safer Roads. This innovative coalition brings together global private- sector companies across industries to collaborate on improving road safety and reducing deaths and injuries caused by road traffic crashes.

The Coalition's mission to provide guidelines

and processes to keep employees, partners and contractors safe on the road closely aligns with our continuous work in fostering an environment that provides ongoing road safety education.



## Focus 6

Our Focus 6 program provides employees with tips and techniques to reduce the frequency of our six most common types of serious incidents. This industry-leading program involves in-class training and practical skills course exercises that have helped to reduce crashes and injuries. the Virginia team for the entirety of his tenure and considers his coworkers to be family. His supervisor says Jason embodies what it means to be Committed to Serve, one of the Company's values, as he tirelessly works to take care of customers and the community.

Figure 23. **Inspections.** Driver performs pre-route inspection to ensure vehicle is safe for operating.

## Local Leadership

Our local personnel are vital to the successful delivery of this contract and its daily operations. We will manage the various operational and administrative components of contract implementation and ongoing service in St Paul. Our local and area management teams' unique combination of operating and managing solid waste companies, recycling expertise and innovative management systems will ensure quality service for the duration of the contract. This allows us to quickly respond and meet your needs all while staying in touch with your local businesses and residents.

## Area Leadership

We believe our strong area management team allows us to effectively drive our initiatives and helps ensure consistency across the organization. These teams have extensive authority, responsibility and autonomy for operations within their geographic markets. Because we retain experienced managers with extensive knowledge of their local communities, we are proactive in anticipating customers' needs and adjusting to changes in the markets. We also seek to implement the best practices of our various business units throughout our operations to continue improving our operations and service.

## National Backing

Each of our local business operations is fully empowered and accountable for delivering on our commitments to our customers. They are however, backed by the support and breadth of our area and corporate leadership teams, capable of massing expertise and corporate might to assist or respond to any challenge during the term of the contract. An example of this benefit to you is the response capabilities during times of crisis such as hurricanes, tornados or other natural disasters. In times of challenges like these, our area and corporate teams activate to ensure people are safe and our assets are operational, so we can return to normal operations as soon as possible.

*Figure 24. Empowered **Leadership**. The local business unit is fully empowered, with full support of area and corporate staff.*



## Collection Operations

**Great operations come from great people. Republic Services' locally based operations team draws from extensive training and the backing of a seasoned corporate support team.**

### Operations Overview

Successful collection operations begin with a skillful operations supervisor who knows the business as well as your community. Your Republic Services local operations supervisor is responsible for the day-to-day collection operations, including development and evaluation of routing (in conjunction with the general manager), training and oversight of drivers, as well as implementation and enforcement of safety procedures.

We ensure our operations supervisors are not overloaded, nor tied to a desk. On average, we maintain a 15:1 ratio of routes to supervisors, which means that items needing attention are dealt with immediately and that the supervisor knows your community intimately. In addition, our supervisors are out on the routes regularly. At least twice per week, they conduct ride-alongs with drivers on their routes. This creates great opportunities for driver mentoring, ensures quality control on the route and keeps the supervisor directly aware and familiar with the nuances of the route and the community. Few, if any other

*Figure 25. **Operational Excellence.** Our rigorous supervisor training program yields highly skilled operations teams.*



**Republic Services' operations team is market-leading through training, collaboration and hands-on experience**

- The most robust operations supervisor training in the industry
- Average of 15:1 route-to-dedicated-supervisors'-ratio – means prompt response and oversight for your community
- Proven optimized routing process ensures efficiency, safety and minimal impact on city streets
- Republic Services executes more than 5M pickups per day
- 99.9% pickup reliability rate, with an emphasis on safety, sustainable practices, and low-risk operations.

companies in the industry, dedicate their operations staff to success in this manner.

### Operations Training

Our operations supervisor training programs are second to none. Every supervisor, upon starting employment at Republic Services, attends a rigorous 2-week training boot camp. Regardless of prior industry experience, this boot camp level sets all our supervisors on the Republic Services way of running operations and builds a strong peer network with those who attend the training together. After the initial training boot camp, supervisors engage in regular refresher and new training opportunities, between 2 and 4 times per year. This yields an operations supervisory team that shares best practices and constantly looks for ways to improve on the level of service in your community.

### Routing Optimization

Establishing the most optimized routes for a community has dramatic effects on the quality of service, safety and efficiency of the collection operation through shorter routes, safety in the neighborhoods, and ultimately the wear and tear on the streets within the municipality.

We conduct a proven route optimization process, which involves a tight collaboration

between the local team and our corporate route optimization team. Through several iterations, these teams collaborate, sharing local knowledge and details, while running our optimization processes to yield the best routes possible for your community. For example, we evaluate planned routes to ensure that trucks are not conducting collection on streets during times that are known for congestion or traffic.

## Communication with the Community

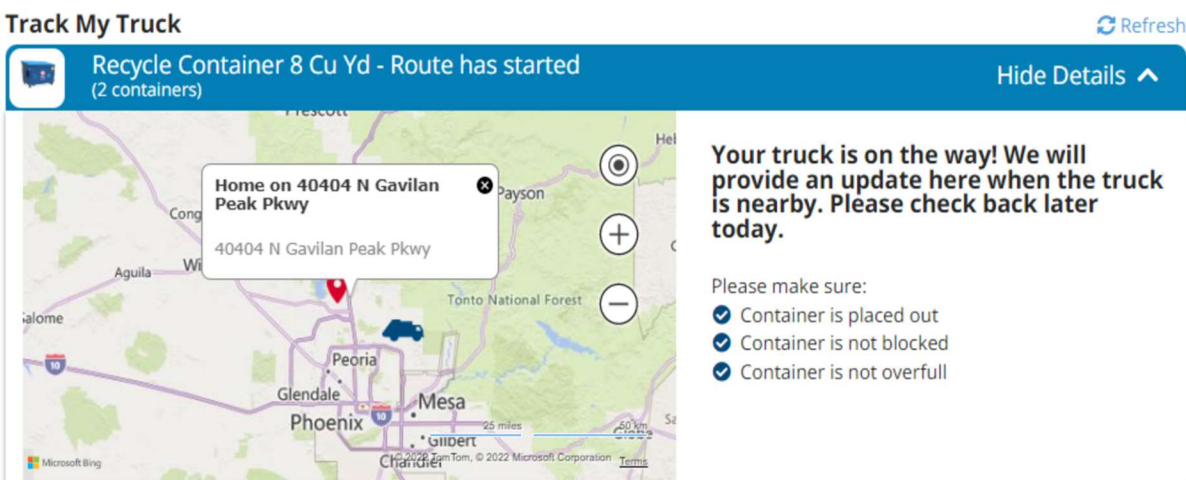
In addition to the regular collaboration between the routing teams, our operations team can communicate with the residents and commercial customers easily using several forms of technology. Our Republic Services web- and smartphone-based app enables customers to see their accounts, make service requests, or raise issues for resolution. This app also enables our operations team to offer alerts or emails to customers regarding changes in service for holidays or inclement weather. We also employ a technology known as Call-Em-All,

which is a phone-based capability for distributing operations updates when needed to customers on effected routes. Residents and business owners can opt in and out of this communication with options for phone, text and email for most alerts.

## Digital Operations

We are leveraging technology to digitally connect our customers, drivers, dispatchers, supervisors and trucks via our RISE dispatch platform and in-cab technology. We are utilizing an agile iterative approach to the development and multi-year roll-out of this technology to ensure durable adoption across our driver workforce. With the roll-out of this technology, we are improving productivity through more real-time routing information and data visualization tools; increasing customer connectivity and enabling automated service verification communications; and enhancing the employee experience by providing better tools and technology designed around how our employees will interact with it.

Figure 32. Track My truck; Customers can now view their truck proximity when enroute to their location.





## Technological Impact

The expansion into digital operations allows Republic Services to offer a feature set we are proud to provide to our customers to improve access and visibility. With the implementation of RISE and our digital operations suite, customers have unprecedented access to features such as service verification and Track My Truck. What this means for our customers, is not only a reliable operation, but increased confidence and verification to ensure little to no impact to the day-to-day. In addition to increased transparency, customers will have access to our mobile application, website and other resources that allow deeper interaction of their account, ability to request additional services and other items such as paperless billing and notifications.

## Emerging Technology

Lastly, our innovation and technology teams are constantly monitoring emerging technologies and running operational pilots to determine capabilities that may be suitable for fielding into our live operations across the country. Many times, emerging technologies are unreliable, or struggle to scale to large operations. Other technologies attract attention based on marketing claims that often do not play out when deployed in a large operation for a long period of time.

For this reason, we monitor technologies and capabilities that offer promise, and pilot them to confirm they can be applied without impact to your contract. Once this occurs, we implement seamlessly into the operations, and notify any stakeholders who can benefit from the insertion when completed.

*Figure 3. Our team has a 99.9% pickup reliability record, an industry-leading safety record, sustainable practices and low-risk operations.*





## Financials and Other Requested Information

Republic Services is among the leading recycling and waste services companies in the United States, with the financial strength and stability to exceed St Paul's expectations for the duration of the contract and beyond

### Financial Overview

Republic Services' financial stability allows us to guarantee our commitments and obligations presented to St Paul in our proposal. We have the capacity to continually invest in equipment and preventive maintenance, as evidenced by having one of the youngest fleets in the industry.

Republic Services does not use third party financing, meaning Republic Services owns all assets used to perform the duties of this agreement. St Paul will not need to be concerned with the potential for adverse business or performance conditions affecting the ability of our company to perform or obtain financing.

We implore St Paul to take financial stability into serious consideration when choosing a long-term partner for your recycling and waste needs. In many instances, the success of a service provider is dependent on their ability to invest in necessary equipment or personnel.

### Financial Reporting

Republic Services, Inc. provides audited financial statements on behalf of its subsidiaries. Republic Services, Inc. is a publicly traded (NYSE: RSG), Fortune 300 Company and will be the signatory for the corporate guarantee.

#### *The financial strength you need in a long-term partner for your municipality*

- Financial capacity to continually invest in equipment and preventive maintenance.
- One of the youngest fleets in the industry and the fifth largest in the country
- Reinvesting in state-of-the-art equipment and facilities

Our most recently completed audited financial statements can be found on our website at [RepublicServices.com](http://RepublicServices.com)

The Annual Reports to Shareholders have been prepared in accordance with Securities and Exchange Commission requirements, with New York Stock Exchange Commission requirements, and in accordance with generally accepted accounting principles (GAAP)

Figure 26 **Excellence Driven.** Republic Services takes pride in being excellence driven, which includes continuous investment in new vehicles, carts, dumpsters and technologies.



## Litigation Information

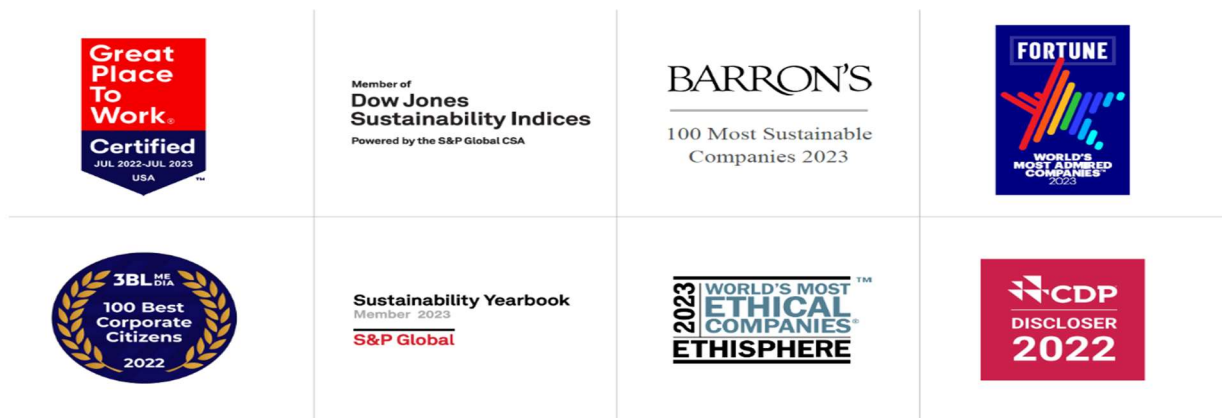
Republic Services is involved in routine judicial and administrative proceedings that arise in the ordinary course of business and that relate to, among other things, personal injury or property damage claims, employment matters and commercial and contractual disputes. We are subject to federal, state and local environmental laws and regulations.

Due to the nature of our business, we are also often routinely a party to judicial or administrative proceedings involving governmental authorities and other interested parties related to environmental regulations or liabilities.

From time to time, we may also be subject to actions brought by citizens' groups, adjacent landowners or others in connection with the permitting and licensing of our landfills or transfer stations, or alleging personal injury, environmental damage, or violations of the permits and licenses pursuant to which we operate. Additional information can be provided upon request. In the previous five years, Republic Services has not experienced any of the following claims against:

- Officers of the company
- Local key personnel
- A bid or proposal
- Performance bond

Figure 27. **Republic Services' Strengths.** Republic Services' dedication to our employees, the communities we serve, and environmental sustainability is relentless.



*Figure 28. Republic Services' Identifications, Classifications and Ratings*

Republic Services Identifications, Classifications and Ratings	
Federal Employee Identification Number	65-0716904
Dun's Identification Number	61342862
U.S. Dept. of Labor (SIC) Code	4953 – Sanitary Services / Refuse Systems
North American Industry Classification System (NAICS) - Primary	562212 – Solid waste landfills combined with collection and/or hauling of waste materials
North American Industry Classification System (NAICS) – Secondary	562111 – Solid waste collection
Standard & Poor's Identification Number and Rating	562920 – Material Recovery Facilities
Moody's Identification Number and Rating	562920 – Other non-hazardous waste treatment and disposal
Fitch's Identification Number and Rating	(TIN): 13-1026995
Federal Employee Identification Number	BBB+

## Information – Income Statement

Figure 29. *Republic Services' 2022 Year Ending Consolidated Balance Sheet.*  
*Selected financial data.*

REPUBLIC SERVICES, INC. CONSOLIDATED BALANCE SHEETS (in millions, except per share data)		
	December 31, 2022	December 31, 2021
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 143.4	\$ 29.0
Accounts receivable, less allowance for doubtful accounts and other of \$51.9 and \$38.5, respectively	1,677.2	1,271.4
Prepaid expenses and other current assets	536.5	410.4
Total current assets	2,357.1	1,710.8
Restricted cash and marketable securities	127.6	139.0
Property and equipment, net	10,744.0	9,232.1
Goodwill	14,451.5	12,826.0
Other intangible assets, net	347.2	259.5
Other assets	1,025.5	787.6
Total assets	<u>\$ 29,052.9</u>	<u>\$ 24,955.0</u>
<b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>		
Current liabilities:		
Accounts payable	\$ 1,221.8	\$ 910.0
Notes payable and current maturities of long-term debt	456.0	8.2
Deferred revenue	443.0	381.3
Accrued landfill and environmental costs, current portion	132.6	124.5
Accrued interest	79.0	62.1
Other accrued liabilities	1,058.3	929.5
Total current liabilities	3,390.7	2,415.6
Long-term debt, net of current maturities	11,329.5	9,546.2
Accrued landfill and environmental costs, net of current portion	2,141.3	1,837.7
Deferred income taxes and other long-term tax liabilities, net	1,528.8	1,229.5
Insurance reserves, net of current portion	315.1	303.9
Other long-term liabilities	660.7	642.4
Commitments and contingencies		
Stockholders' equity:		
Preferred stock, par value \$0.01 per share; 50 shares authorized; none issued	-	-
Common stock, par value \$0.01 per share; 750 shares authorized; 320.3 and 319.6 issued including shares held in treasury, respectively	3.2	3.2
Additional paid-in capital	2,843.2	2,789.5
Retained earnings	7,356.3	6,475.6
Treasury stock, at cost; 4.2 and 2.4 shares, respectively	(504.6)	(274.8)
Accumulated other comprehensive income, net of tax	(12.1)	(14.6)
Total Republic Services, Inc. stockholders' equity	9,686.0	8,978.9
Non-controlling interests in consolidated subsidiary	0.8	0.8
Total stockholders' equity	9,686.8	8,979.7
Total liabilities and stockholders' equity	<u>\$ 29,052.9</u>	<u>\$ 24,955.0</u>

The accompanying notes are an integral part of these financial statements.

## Bank & Credit References

All inquiries for bank references must be made by fax. Credit References are available upon request.

**Bank of America**

Attn: Confirmation Department  
Reference: Republic Services Inc.  
Tax ID 65-0716904  
Phone: (803) 832-7770  
Fax (Toll #): (900) 733-5100  
Online: [www.bankVOD.com](http://www.bankVOD.com)

**J P Morgan Chase Bank**

Attn: Confirmation Credit Inquiries  
PO Box 955200  
Fort Worth TX 76155-2732  
Reference AWIN Management, Inc.  
Tax ID 76-0353318  
Phone: (800) 550 8509  
Fax: (817) 345-3795

**Wells Fargo**

Attn: Confirmation Department  
Reference: Republic Services, Inc.  
Tax ID 65-0716904  
Phone: (540) 563-7323  
Fax (Toll #) (844) 879-0544  
(Audits and Credit Inquiries)  
Fax: (844) 879-0416  
(Routing Number and Verification Requests)



## City of St Paul Proposal Specific Information

As required by the RFP our Proposal includes the following attachments that have been submitted separately through online portal.

- Cover Letter
- Form A- Proposal Content Checklist
- Form B- Proposer Information Questionnaire
- Form C- Proposer Qualifications Questionnaire
- Form D- Certification of Binding Signature
- Form E- Certification of Independent Proposal Pricing
- Form F- Price Worksheet
- Form G- Itemized Listing of Trucks and Other Collection Equipment
- Form H- Certification of Acceptance of the Draft Agreement or Notification of Proposed Exceptions
- Form I- Acknowledgement of Receipt of Addenda
- List of current Legal Proceedings
- Redline edits to the draft contract language
- 2022 Republic Services Sustainability Report