



**2019  
Environmental  
Sustainability  
Report**



[gflenv.com](http://gflenv.com)



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## MESSAGE FROM

# Our Founder and CEO

Our first sustainability report is an opportunity for us to reflect on our achievements to date, take stock of where we are and what we offer today and to confirm our focus for the future. Since founding GFL in 2007, we have grown to be the fourth largest provider of environmental solutions in North America, operating in nearly every province across Canada and in 23 U.S. states. GFL became a publicly traded company in March 2020 with our stock listed on both the New York Stock Exchange and the Toronto Stock Exchange.

We have secured our significant footprint and leadership position in the environmental solutions market through continual innovation, strategic and targeted growth, an inherent commitment to sustainability and investing in our employees and communities.

Innovation has been the foundation of our business from the start. We realized early on that we had to stand out from our competitors by offering not just traditional waste management services but also alternative solutions that meet our customers' needs and their own sustainability goals.

Our longstanding commitment to sustainability began with recognizing the need for innovation and has guided our journey toward becoming a leader in resource recovery. In our everyday operations, this looks like being the trusted service provider that can anticipate and meet the evolving needs of our customers and the communities we serve. Our customers and communities are looking for greater resource recovery and a suite of services that is more aligned with a circular economy. In response to that, we have grown our service offerings such that in 2019, approximately 41% of our revenue from our Southern Ontario operations was from providing resource recovery solutions that help our customers reduce their greenhouse gas footprints. We continue to work to replicate this model in other markets we service across North America.

Our employees, the full GFL team, truly are an integral part of our success as a company. GFL has more than 11,500 skilled and dedicated employees who thrive in our entrepreneurial



and innovative culture. We value the contribution of all of our employees and ensuring a safe work environment continues to be one of our top priorities.

We strive to take the best ideas and practices of the owners and employees of the 100-plus independent businesses that have joined GFL over the years and apply them across our business.

We also take pride in the diversity of our workforce, including through our Women in Waste program that encourages women's advancement in GFL and also looks to attract and retain more women to non-traditional roles within GFL. We continue to develop and implement programs designed to increase diversity among our employees.

GFL has always had a solution-oriented mindset. It is this approach that has made us successful at implementing innovations that will continue to bring sustainable value to our employees, our customers and our communities.

– Patrick Dovigi, GFL Founder and CEO



GFL is built on the clear vision  
of being a greener alternative.  
Our name is our brand and  
we have a lot to live up to.

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**PATRICK DOVIGI** GFL FOUNDER AND CEO

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# GFL

## AT A GLANCE

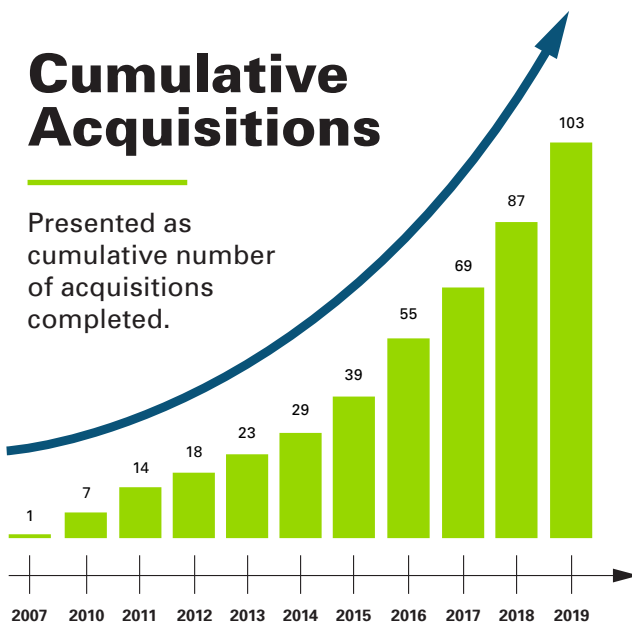
### 2007 to TODAY

The underlying story of GFL Environmental Inc. (GFL) has been one of continual expansion. We have grown significantly across geographies and in our service offerings through a mix of acquisitions, new business and location start-ups and additions to our business lines. In 2007, our operations consisted of a single solid waste transfer station east of Toronto, Ontario. Today, we provide our diverse range of environmental solutions in markets across Canada and in 23 U.S. states.

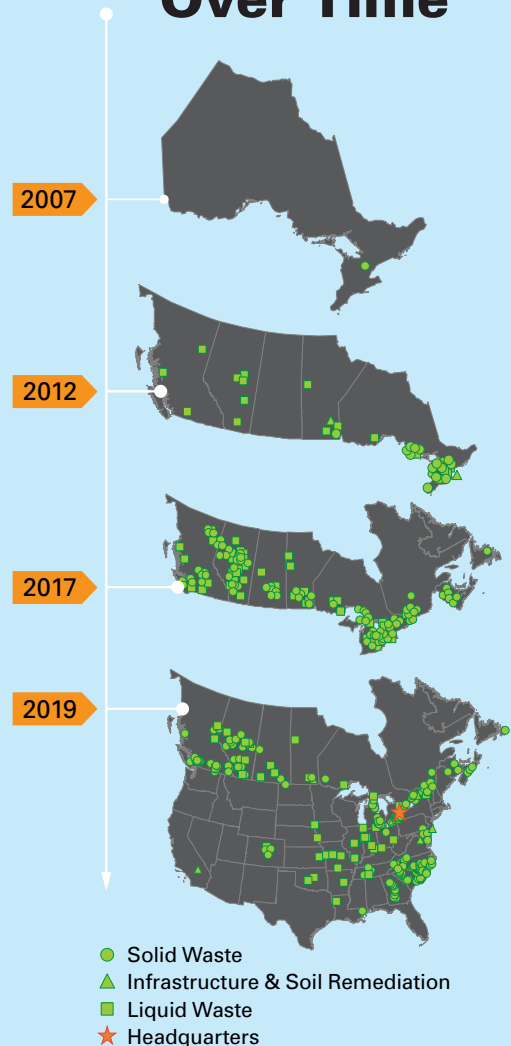


### Cumulative Acquisitions

Presented as cumulative number of acquisitions completed.



### Footprint Expansion Over Time



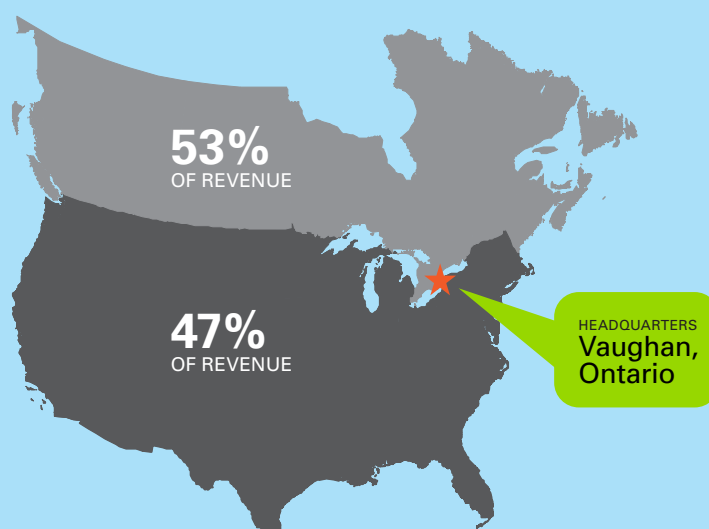
## OUR COMPANY

# 4th Largest

Diversified environmental  
services company  
in North America

**11,500+**  
Employees

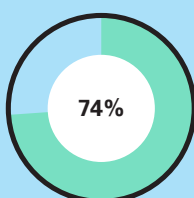
GFL was founded in 2007 in Southern Ontario with one solid waste transfer station. Today, Southern Ontario is the market where we offer the most comprehensive suite of integrated solid and liquid waste management, infrastructure and soil remediation services. The result: in 2019, approximately 41% of our revenue in Southern Ontario was generated from providing resource recovery solutions.



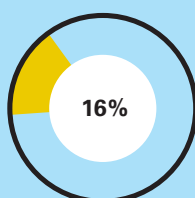
## Annual Revenue

\$3.35 Billion

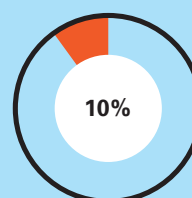
Compound Annual Growth Rate (CAGR) of 58.4% from 2017-2019.



Solid Waste  
Services



Infrastructure &  
Soil Remediation  
Services



Liquid Waste  
Services

This report covers GFL's 2019 Fiscal Year.



## OUR OPERATIONS



**100+**  
Solid Waste  
Collection  
Operations

**70+**  
Transfer  
Stations

**50+**  
Liquid  
Waste  
Facilities

**5,000+**  
Solid and  
Liquid Trucks

**45**  
Landfills

**20+**  
Material  
Recovery  
Facilities

**14**  
Soil  
Recycling  
Facilities

**11**  
Organics  
Facilities

## OUR CUSTOMERS



**4,000,000+**  
Households



**135,000+**  
Commercial,  
Industrial and  
Institutional  
Customers

## OUR RESULTS

**3,153,304 Tonnes CO<sub>2</sub>e**  
of Avoided Emissions

**244,000,000 Litres**  
of Used Motor Oil and Antifreeze Recycled

**1,169,370 Tonnes**  
of Materials Diverted from Landfills

**3,700,000 Tonnes**  
of Soil Recycled



For GFL's 2019 Fiscal Year, excluding M&A activities after Q3 2019.

# Our Early Story

GFL was founded by Patrick Dovigi in 2007 with a vision to create a 'one-stop' shop provider of environmental solutions. Not only does the 'one-stop' service delivery model make financial sense – allowing us to build long-term relationships with our customers servicing all of their environmental solution needs – it also allows us to operate more efficiently. For example, we co-locate collection yards for our solid and liquid waste operations in the markets where we offer both service lines.

It was also clear from the beginning that innovation would be necessary to differentiate us from other environmental service providers, many of whom had longer-term market presence, stronger brand recognition and access to more capital.

*In 2011, the City of Toronto elected to privatize its garbage, recycling and organics collection in a portion of the City for the first time. GFL had limited experience at that time with servicing large municipal contracts and knew we needed to make our bid stand out from our competitors to be successful. That led to weeks of pre-bid submission work, including following the City's trucks on their routes to figure out how we could continue to service the same number of households while using fewer trucks. Fewer trucks meant greater efficiency in our operations, including lower fuel use and, ultimately, a lower bid price. Not only were we able to offer this service for a lower price, but also with lower greenhouse gas (GHG) emissions. GFL was successful in its bid and has generated approximately \$11 million in annual savings to the City since 2012.*



## **We are GFL Green.**

When Patrick Dovigi founded GFL, he reached out to industrial paint maker PPG asking for swatches of its brightest greens. Wanting a memorable colour for GFL's trucks, Dovigi asked PPG for a commitment: Once GFL's fleet hit 1,000 trucks, PPG would change the name of the colour to GFL Green. We reached that target in 2012 and GFL Green was born.



We also recognized early on that our customers wanted viable alternatives to more traditional waste management solutions, including solutions that helped them meet their own sustainability goals.

*GFL saw an opportunity in 2009-2010 as large infrastructure and other development projects were beginning to come on stream in the Greater Toronto Area. Excess soils, both clean and contaminated, are a by-product of development projects. Most of this excess soil was being trucked to more remote locations to provide daily cover at solid waste landfills. As an alternative, GFL started its first soil remediation facility in close proximity to these development sites in downtown Toronto and adjacent to GFL's existing solid waste transfer station and liquid waste processing facility. The soil remediation facility uses a biological process to recycle contaminated soil for reuse. Since then, GFL has grown its soil recycling business to include facilities in Ontario, Manitoba and Saskatchewan. In 2019, we acquired our first soil recycling business in the U.S. with facilities in Maryland, New Jersey and California. The U.S. sites recycle contaminated soil into an engineered soil product for beneficial reuse in a wide variety of applications, including capping material, road base and structural and general fill.*

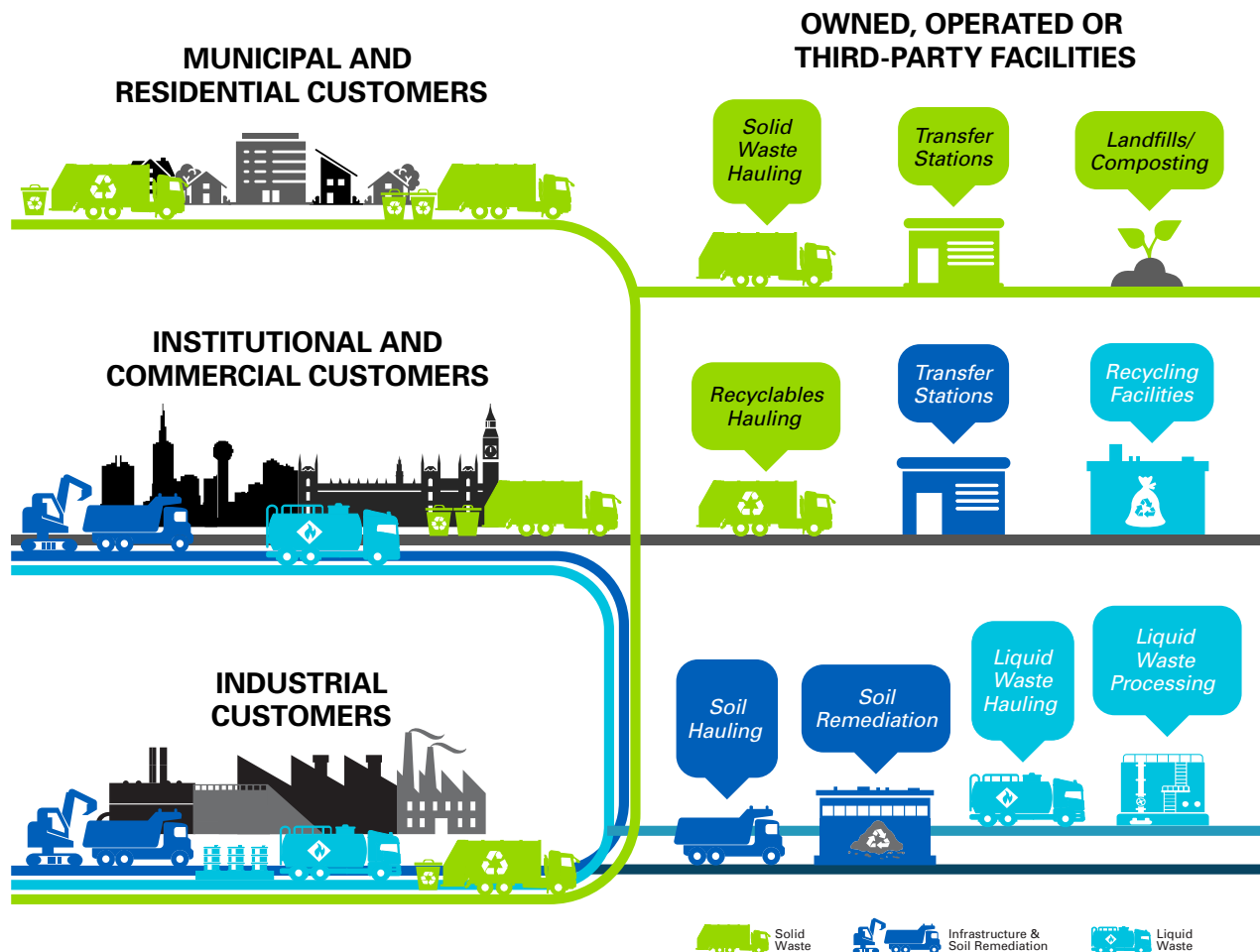


Sustainability has become an essential component of businesses across North America and continues to draw increasing investor and public focus. We welcome this increasing attention thanks to the inherent place that sustainability has in the work we do.

# What We Do

GFL is a leading North American provider of diversified environmental solutions in solid waste, infrastructure and soil remediation and liquid waste solutions. Recognized by our signature fleet of bright green trucks, we offer a robust, integrated and sophisticated approach to meeting all of our customers' environmental service needs, including the ever increasing demand for sustainable solutions.

## Comprehensive 'One-Stop' Provider of Integrated Environmental Solutions





## Solid Waste Services

GFL provides non-hazardous solid waste collection, hauling, transfer, recycling and disposal services across our footprint in Canada and the U.S. Our solid waste services and facilities as of December 31, 2019, include:

### COLLECTION SERVICES

- More than 100 collection operations that collect solid waste, recyclables and organics from residences and commercial, industrial and institutional customers.
- Fleet comprised of almost 5,000 routed collection vehicles with an average age of approximately seven years; ensuring our fleet of bright green trucks is well maintained leads to improved fuel economy and efficient routing reduces fuel consumption and the number of vehicles required to service routes.
- Approximately 14% of our solid waste fleet is powered by CNG that emits less GHG emissions and contaminants per kilometre/mile than traditional diesel fuel. As we replace and add new vehicles, we intend to increase our investment in CNG vehicles and related infrastructure.

### POST COLLECTION SERVICES

- 70+ owned or managed transfer stations.
- 45 owned or managed landfills; landfill gas-to-energy facilities capture landfill gas and convert it to a renewable source of electricity.
- 20+ owned or managed Material Recovery Facilities (MRFs) sort and prepare recyclable materials for resale and reuse.
- 11 organic waste processing facilities service increasing rates of organic waste materials that have been diverted from landfills and produce compost products for reuse.



## Infrastructure & Soil Remediation Services

GFL's Infrastructure & Soil Remediation group provides safe, integrated services for infrastructure, commercial and residential projects, including:

- Excavating and transporting clean and contaminated soils
- Remediation and disposal of contaminated and remediated soils, including brownfield redevelopment
- Demolition
- Shoring and foundations work

Our soil remediation facilities, located at or near urban areas where contaminated soils are generated in the course of construction activities, offer a greener alternative to disposal of contaminated soils in more remote landfills.

GFL's soil remediation facilities recycled over 3,700,000 tonnes of soil in 2019.

## Liquid Waste Services

GFL provides a broad range of regularly scheduled and on-call liquid waste management services, as well as Used Motor Oil (UMO) and downstream by-product collection and resale services for more than 13,000 customers.

GFL's team is highly trained in both hazardous and non-hazardous liquid waste collection, recycling and resale, processing and disposal, including:

- Automotive fluid services
- Vacuum truck services
- Hazardous waste management
- Emergency response services and site remediation
- Specialized services and industrial cleaning

We deliver our liquid waste services through an expansive network of more than 50 liquid waste processing, storage and collection facilities across North America.

In our liquid waste operations, we collected and recycled over 244,000,000 litres of UMO and antifreeze across Northern America in 2019.





## OUR APPROACH TO SUSTAINABILITY

# Green Today, Green For Life

At GFL, Green For Life is our philosophy. It is the core of our corporate strategy and central to the work we do. Our corporate purpose is to enable the customers and communities we serve to be Green For Life. We achieve this by providing accessible, cost-effective and sustainable environmental solutions.

Four pillars uphold our business strategy and sustainability is embedded in each:



At GFL, we have learned from our combined histories that sustainability and operational excellence go hand in hand. Implementing efficient, sustainable practices and processes improves financial performance while increasing employee engagement and creating value for our customers. It's a win-win.

– Greg Yorston, COO

## Sustainability Governance

GFL has grown through delivering an increasing range of sustainable solutions for our customers. The depth and diversity that we have achieved does not happen overnight; it comes from sustainability being core to who we are, what we do and how we work – from our front line to our leadership.

We evaluate both acquisition and greenfield opportunities to ensure that they are financially sound and ensure they promote our goal to expand our offering of environmentally sustainable solutions to meet our customers' needs. For example, our acquisitions of state-of-the-art recycling businesses in the U.S. and Canada in December 2018 and September 2019 allowed us to further extend our capabilities in materials recovery.

Integrating sustainability into our governance structure ensures that our approach and initiatives are aligned at all levels of our organization. We will continue to build out our commitment to delivering sustainable solutions in 2020 with the launch of our Employee Sustainability Committees. Employee participation in these committees is facility-based and will provide our employees the ability to identify sustainability initiatives that can be implemented locally.





## Our Entrepreneurial and Innovative Culture

We understand that innovation is key to delivering the solutions that our customers need. Our customers rely on us to provide environmental solutions that help them achieve their own sustainability goals and have continued to ask for new sustainable solutions for materials traditionally viewed as “waste.”

Our GFL team has delivered by broadening our vision of what is possible – expanding our soil recycling, used motor oil collection, organics and other materials recycling capabilities.



A “can do” attitude distinguishes us from all others in our industry and is the key to our continued success.

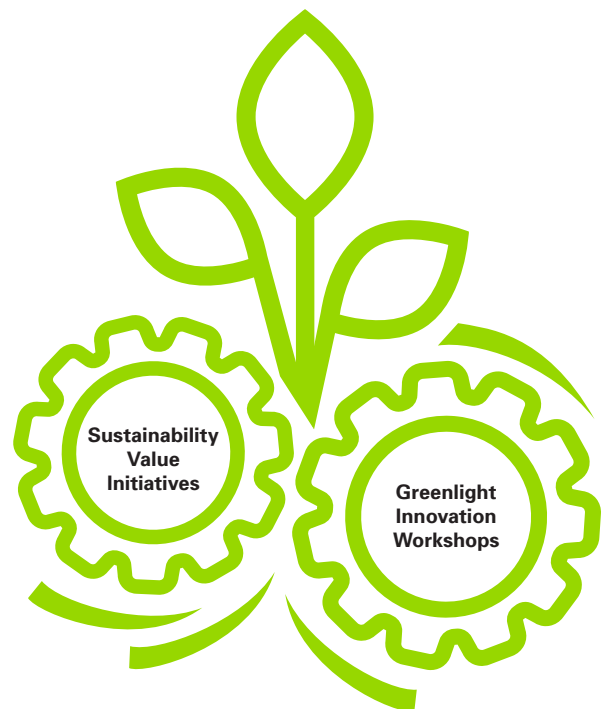
– Patrick Dovigi, GFL Founder and CEO

We constantly see opportunities for innovation and providing more comprehensive, sustainable environmental solutions across the communities that we serve. We work to seize these opportunities by fostering this innovation throughout our team and have created a focused Environmental Innovation Program to guide and engage employees in these initiatives. Two core elements of our environmental innovation program are:

- Greenlight Innovation Workshops that foster healthy competition among teams of employees, encouraging them to find near-term sustainable solutions to an identified process or operation that can be rolled out across our lines of business or in different markets.
- Sustainability Value Initiatives (SVIs) are identified by GFL’s senior leadership annually as part of our budgeting process. SVI’s must be sustainable and projected to generate an identified minimum return on capital invested.

Our innovation program is not just about finding new solutions for our business, it is also about showing our employees that we value their passion for sustainability and that ideas from any part of our organization can get a “green light.”

**Joy Grahek, Senior Vice President – Strategic Initiatives**



# Our Sustainability Value Initiatives

As we have grown, we have made significant investments in new technology and in innovating our management and operating processes. Our investments reflect our commitment to providing sustainable environmental solutions that are also value-enhancing to our business. Our SVIs are some of the key actions that we are pursuing in order to reduce our GHG emissions as well as to help our customers achieve their own GHG emissions reduction goals.

**3,153,304  
Tonnes  
CO<sub>2</sub>e**

Avoided GHG Emissions

Avoided emissions represent the emissions reduced in the downstream supply chain through solid and liquid waste recycling, composting operations and energy generation from landfill gas. In the next year, we will disclose our GHG emissions. In the next two years, we will disclose our goals and strategies to further reduce our GHG emissions.

**732,077  
Tonnes**

of Materials  
Recovered

**3,700,000  
Tonnes**  
of Soil  
Recycled

**437,293  
Tonnes**  
of Organics  
Processed

**244,000,000  
Litres**  
of Used Motor Oil and  
Antifreeze Recycled

**27,744  
Tonnes**  
of Glass  
Recovered

**570,415  
Tonnes**  
of Fibre  
Recovered

**97,844  
Tonnes**  
of Plastic  
Recovered

**36,073  
Tonnes**  
of Metal  
Recovered

For GFL's 2019 Fiscal Year, excluding M&A activities after Q3 2019.





The results of our efforts and examples of some of our Sustainability Value Initiatives include:

## RE-REFINERY FACILITY

A re-refinery is currently in the pilot stage of development in Saskatchewan. The re-refinery uses a process to crack the molecules of used motor oil from passenger and commercial vehicles collected by GFL collections operations and reprocesses it into diesel fuel for use in marine applications or as a crude oil diluent or crude oil blend component. Displacing virgin fuels helps us and our customers avoid the environmental impacts (including GHG emissions) of resource extraction.



There is an estimated 80% reduction in life cycle GHG emissions for re-refined motor oil compared to virgin motor oil.  
Source: Grice, L.N., C.E. Nobel, L. Longshore, R. Huntley and A.L. DeVerno. 2014. ACS Sustainable Chemistry & Engineering, 2, 158-164.

## COMPRESSED NATURAL GAS (CNG) VEHICLES

At the end of 2019, 14% of GFL's solid waste collection fleet was powered by CNG. GFL currently has 22 CNG fueling stations across North America. As one of our current SVIs, GFL worked with Clean Energy in Denver, Colorado to construct and maintain a CNG station to supply our solid waste trucks. The station currently supports approximately 50 CNG trucks and is expected to expand to support 70 CNG trucks by the end of 2020. Investing in CNG technology allows us to support a cleaner and more sustainable fleet and reduces GHG emissions by up to 25% per truck compared to a diesel-powered vehicle. With our current level of fleet conversion we have been able to avoid approximately 17% of our total fleet GHG emissions.





**ALTERNATIVE ENERGY GENERATION AT LANDFILLS**

Seventy-nine percent of GFL owned and operated municipal solid waste landfills had gas collection and treatment systems by the end of 2019. The collected landfill gas, typically containing approximately 50% methane ( $\text{CH}_4$ ) and 50% carbon dioxide ( $\text{CO}_2$ ) along with other gases, is treated through flare combustion or is diverted to an on-site facility for alternative energy conversion.

GFL's largest Canadian solid waste landfill by volume is our Eastern Ontario Waste Handling Facility. This facility's 4.2 MW landfill gas-to-energy (LFGTE) plant was commissioned in 2013. The facility was designed to generate electricity to power 4,000 homes. In 2019, 30,548 MWh of electricity was generated from the LFGTE plant using landfill gas from this facility.

Through our on-site landfill gas recovery systems, we recovered 2,117,730 MMbtu of landfill gas for a reduction of 899,647  $\text{CO}_2\text{e}$ . As a result, 39,751 tonnes of GHG emissions were avoided in 2019 from alternative energy generation at our landfills. The energy produced is used to supply electricity for on-site operations or is directed to the grid to supply residential homes and other commercial or industrial facilities, significantly reducing our fossil fuel consumption and on-site operational energy costs.





### SOIL REMEDIATION FACILITIES

GFL operates 14 soil remediation facilities across North America that processed 3,700,000 tonnes of soil in 2019. These facilities receive soils that would otherwise be destined for landfill disposal and recycles them for reuse in a broad range of construction and development projects. Our soil facilities are generally situated closer than landfill sites to urban centres where most larger source sites are located, reducing transportation distances. Using recycled soils in construction and development projects also reduces the need to use raw materials. This benefits not only our customers by lowering their costs on construction projects, but also reduces GHG emissions from avoiding additional transportation and raw material extraction.

In Logan, New Jersey, recycled soils from GFL's adjacent soil remediation facility have been used by the Gloucester County Improvement Authority in a 10-year-plus project to cap a 172-acre former military munitions brownfield site. This has allowed the site to be redeveloped as an equestrian park and for other recreational uses.





## MATERIAL RECOVERY FACILITIES (MRFs)

The transformational forces of evolving waste streams and tightening market specifications in the recycling industry have propelled us to invest in advanced technological solutions. This investment has allowed GFL to consistently produce and market high-quality recyclable products even as market requirements tighten domestically and internationally.

Our MRFs use state-of-the-art technologies, including ballistic screens, optical sorters and robotics to sort and prepare a wide range of recyclable material. This includes wood, paper, cardboard and plastics, thereby diverting these precious resources from landfills and directing them to reuse opportunities.

Our two largest and most advanced MRFs located in Toronto, Ontario and Denver, Colorado are able to process at a combined rate of approximately 95 tonnes per hour with an annual capacity of up to 600,000 tonnes. These MRFs use multiple optical sorters and AI robots across their systems to help optimize operational efficiencies, resource recovery and end product purity. Our MRF teams also regularly work with leading facility designers and recycling equipment manufacturers to continuously increase diversion rates at all GFL MRFs.



The use of recycled material in manufacturing processes is significantly less energy and GHG intensive than the use of virgin material. In 2019, emissions avoided from the end-market recycling of our recovered products was 2,208,653 tonnes CO<sub>2</sub>e which is equivalent to 5,113,499 barrels of oil consumed.

Source: <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>



**ORGANICS PROCESSING FACILITIES**

These facilities recycle organic waste to produce high-quality compost products, fertilizer and other soil supplements. Diverting these resources from landfills supports the sustainability goals of our customers and governmental policy initiatives. GFL has 11 organics processing facilities across North America and processed 437,293 tonnes of organics in 2019.

GFL's Delta organics processing facility is being upgraded to include an agitated, aerated channel system and will incorporate the best control technology for aeration, material conveyance, process control and air treatment through a fully enclosed biofilter.



The Delta organics facility processes material from municipalities in the lower mainland of British Columbia and is an important part of supporting Metro Vancouver's initiative to keep food waste out of landfills. This operation is co-located with GFL's turf farm, which uses a large portion of the compost produced in the facility to grow turf that is commercially sold to local landscapers and golf courses. The finished compost is also mixed with sand to produce various soil amendment products for sale to local landscapers.



In 2019, GHG emissions avoided relating to our composting business were 217,694 tonnes CO<sub>2</sub>e or the removal of the equivalent of 47,031 passenger vehicles driven for one year.

Source: <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>



# Our Employees, Our Customers and Our Communities

Our employees, our customers and the communities we serve are at the core of our operations and our business. We have over 11,500 talented employees who deliver our environmental services to more than 135,000 institutional, commercial and industrial customers and more than 4 million households.

We are only as successful as the people we have on our team. Our hard-working, diverse, talented and innovative workforce has underpinned our success from our very first day. Our employees' hard work, dedication and the pride they show in our business are why we are able to deliver on our promise to meet our customers' environmental solutions needs safely and efficiently.

We live out our vision of investing in our employees and our communities by developing and maintaining programs that ensure a diverse and safe workforce, provide solutions to enable our customers to achieve their own sustainability goals and promote investment in our communities, including:

## HELPING OUR CUSTOMERS

achieve their sustainability goals.

## SAFE FOR LIFE

focuses on ensuring the health and safety of our employees.

## ENVIRONMENTAL MANAGEMENT SYSTEM

integrates processes to manage, monitor and report on environmental performance.

## WOMEN IN WASTE

encourages greater participation of women in both our hourly and salaried ranks.

## THE FULL CIRCLE PROJECT

aligns our customers, employees and the company in supporting local charities in the communities we serve.



## Helping Our Customers Reach their Sustainability Goals

GFL partners with our customers to help them understand how trends in waste collection and disposal could impact their operations, establish waste diversion programs and set achievable sustainability goals. Our experienced environmental professionals work with our customers to benchmark their current waste related practices and identify potential areas for improvement. This helps our customers ensure they are using the most comprehensive, cost-effective and sustainable waste programs to meet their sustainability goals.



We recognize that GFL is an integral part of many of our customers' programs to achieve their own sustainability goals and have developed a number of value-added services that are over and above our core offerings, including:

### WASTE AUDITS AND ANALYSIS

Our waste audit service measures the types of material generated in waste streams and identifies materials that can be recycled to increase waste diversion rates. The ultimate goal is for our waste and recycling professionals to track trends, support organizations to optimize the amount of recyclable materials diverted from landfills, improve cost efficiencies and comply with evolving regulatory requirements.

### TRAINING AND EDUCATION

Our waste and recycling professionals conduct training sessions that educate employees, students, contracted cleaning service teams and other stakeholders on the role they play in achieving organizational sustainability goals and the importance of processes, such as recycling. The objective is to ensure that all stakeholders are aware of internal waste and recycling protocols and are aligned with our customers' diversion goals.

### BIG DATA: MONITORING AND REPORTING

Using advanced technologies, we provide monthly and annual reporting services to our customers that allow them to track, document and manage waste generation trends, recycling rates and GHG emissions. Our team can also tailor reporting as necessary to meet regulatory and customer requirements.



## **GREEN BUILDING CERTIFICATION ADVISORY SERVICES**

Green building rating systems are driving the construction industry to improve waste management practices in building design and construction. GFL's green building and recycling professionals support the industry with best-practice waste management planning, collection and sorting systems and compliant reporting to optimize waste diversion, maximize operational efficiencies and meet certification criteria for rating systems, such as LEED and BOMA BEST.

## **PACKAGE RECYCLING CONSULTING SERVICES**

Large brands and other stakeholders are setting targets for packaging recoverability and recyclability to meet regulatory requirements and public expectations. Our package recycling consulting services help brands and organizations understand how their existing or proposed packaging performs from a recoverability perspective in a material recovery facility and what the recycling end-market looks like for such materials. GFL provides advice to help our customers enhance product design to further recoverability and recyclability while exploring opportunities to incorporate recycled content.

## **EXTENDED PRODUCER RESPONSIBILITY (EPR) / RECYCLING PROGRAM DESIGN AND MANAGEMENT**

GFL offers services related to the design and management of EPR / Recycling Programs for both governments and producers. This includes development, oversight and monitoring of complex collection, recovery and end-market recycling systems. GFL also provides advanced technology solutions that enable optimal material tracking and reporting of performance for regulatory compliance purposes.

## **Safe For Life**

Safe For Life, our health and safety program reflects our ongoing commitment to ensure the health and safety of every worker, subcontractor, visitor and member of the public whenever we provide our services. Safety is at the centre of who we are and what we do, and this is reflected in our Health and Safety<sup>1</sup> policy. It does not stop after a task or project is completed or at the gate of our facilities. It stays with us and influences our decisions inside and outside of the workplace.

The program banner, Safe For Life, recognizes that our employees are our greatest asset and our strongest resource in assessing, correcting and executing safe practices as we work towards our goal of zero injuries. Our commitment to safety extends from our first-class knowledge and strict regulatory compliance to our wide range of training, coaching and supervision – ensuring that all of our employees make safe execution of their jobs their first priority and that every task is completed with the utmost attention to safety.

We visually and consistently demonstrate our commitment to safety across all levels by setting clear expectations and providing ongoing review and constructive feedback. Our coaching culture ensures decisions are made safely with the active participation of all employees. All of our leaders uphold our safety culture in daily decision-making by providing the resources and working environment required to meet those expectations and do so through visible and consistent communication and involvement.

<sup>1</sup> <http://gflenv.com/wp-content/uploads/2017/01/GFL-Health-and-Safety-Policy-Statement.pdf>

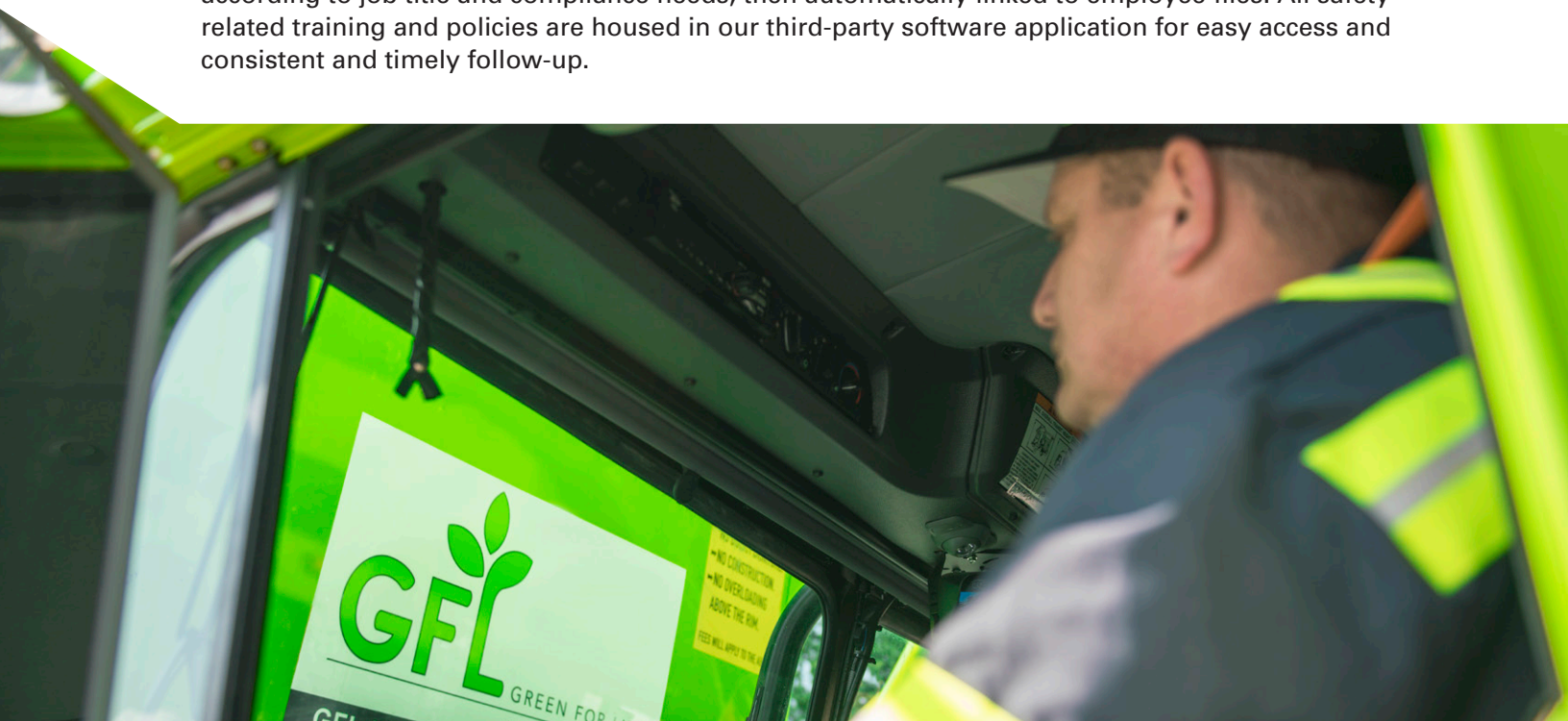
To reinforce this culture, our standard safety procedures include:

- Immediate notifications whereby environmental health and safety managers as well as senior business management are informed electronically of all injuries; raising their level of importance and ensuring accountability.
- Lost Time Injury (LTI) Executive Notifications by email within 24 hours of any lost time injury or an immediate call on severe claims, up to and including the CEO and COO.
- Regularly scheduled weekly, monthly and quarterly internal safety conference calls by line of business to ensure overall safety awareness and collective learning from incident experience.
- Health and Safety are first on the agenda for internal quarterly operating reviews and Board of Directors meetings.

We recognize that having innovative ways to initiate meaningful contact with our employees and customers around safety culture is invaluable. To that end, we employ technology, including electronic in-cab vehicle devices and software compliance tools, as an integral part of our safety culture as well as a tool to enhance daily interactions and supervision.

- Vehicle Monitoring and Telematics provide exception-based information that greatly increases our ability to manage and coach employees on issues as well as operational needs. Coaching develops not only improved job performance skills, but also safe decision making. The coaching approach improves not only the employee performing the task, but also their front-line supervisors.
- Tablets increase the ease and accuracy of accomplishing operational, human resource and routing tasks. Vehicle tablets improve routing efficiency and eliminate unknown or unfamiliar vehicle movements. Limiting the type and amount of data that can be accessed on route also decreases driver distractions.
- Proprietary third-party hand-held device software is used to facilitate quick and accurate incident reporting, audits and inspections in real time.

Computer-based training ensures that proper employee onboarding, compliance reviews and corrective actions are consistent and compliant. Training is electronically assigned and completed according to job title and compliance needs, then automatically linked to employee files. All safety related training and policies are housed in our third-party software application for easy access and consistent and timely follow-up.





## Environmental Management System

In order to consistently monitor and ensure environmental compliance and issues management across our diverse North American operations, GFL has developed and implemented a centrally coordinated Environmental Management System (EMS) based upon the principles of the U.S. Environmental Protection Agencies Compliance Focused EMS. Our EMS is executed at the business line, facility and regional levels through well-defined roles, responsibilities and accountabilities.

As an environmental solutions company, many of GFL's environmental permits and approvals are similar to operating permits. As a result, in addition to the responsibility and accountability for compliance with regulatory requirements residing within operations at GFL, our EMS has a defined role for subject matter experts. Subject matter experts provide visible leadership and responsibility for tracking and influencing environmental policy, regulatory requirements and guidelines and best management practices. They also assist our business lines with identifying and interpreting regulatory requirements.

The foundation of the EMS is GFL's Environmental Sustainability Policy<sup>2</sup>, which includes commitments to:

- Comply with all applicable environmental laws and regulations
- Embed environmental management and sustainability into our culture through visible leadership and fostering engagement and accountability at all levels
- Monitor and report on our performance internally and externally and hold ourselves accountable to meeting our goals and commitments



<sup>2</sup> [https://s24.q4cdn.com/409248530/files/doc\\_downloads/20191023\\_Environmental-Sustainability-Policy-vF.pdf](https://s24.q4cdn.com/409248530/files/doc_downloads/20191023_Environmental-Sustainability-Policy-vF.pdf)

## Women in Waste

Research shows that companies that exhibit diversity innovate better. New ideas are more likely to reach development or be prototyped if the company's leadership is diverse and we believe that diversity helps enable bright individuals and high-performing teams to better deliver on our commitments to innovation, sustainability and excellent service.

That is why at GFL, we are fully committed to having a diverse workforce and, more specifically, a diverse leadership team that displays both inherent and acquired diversity.



"My favourite part of my job is the diversity. Our industry attracts a lot of different people, from the boots on the ground to the managers. I think that diversity makes a strong team, and it also makes it a really interesting job to have."

**Lee H.**  
Client Service Manager



"I firmly believe GFL is promoting equality in the industry more than any other waste company I've seen. I now have a team of three women that work alongside me. I believe I provide them with informal mentorship daily and I want to help them to succeed."

**Laura S.**  
National Accounts Manager



"It made such a difference to me, seeing a woman at GFL who had succeeded and grown her career. I feel that women need to empower one another, and I was happy to see GFL doing this."

**Erin J.**  
Commercial Front End  
Truck Driver

In a traditionally male-dominated field, our executive leadership team is 40% women. We have seen many women succeed and grow at GFL, but we also want to see growth in the representation of both hourly and salaried employees across our operations. To achieve this goal, we are implementing programs to attract and retain more female employees and support the career paths of women working at GFL.

Our "Women in Waste" initiative was launched in 2019 on LinkedIn™ as a pilot project and part of our recruitment strategy and features the success stories of women at GFL working in non-traditional careers. Earlier this year, we offered our first scholarship to fund the attendance of a female applicant at driving school and a job as a residential driver upon successful completion of the driver training course. Based on the success of this program, we expect to implement it in other markets. This year, we are also embarking on a year-long consultation process with focus groups of hourly female employees in non-traditional roles to seek their guidance on how to attract and retain more women in these types of roles, as well as training and mentoring programs for all our female employees.



Our  
Executive  
Leadership  
Team is

**40%  
WOMEN**



## Full Circle Project

Giving back to the communities we serve has been a key part of our mission since we began in 2007. Our communities support us and, in turn, we must support them. For many years our employees have identified opportunities to give back, but in 2019, to enhance this interconnectedness we launched the Full Circle Project (FCP) across all of GFL. As part of this launch we pledged \$1 million in annual support to the FCP.

The FCP is a community-driven charitable giving program that lets our customers decide how GFL's donations under this program are directed. This was an initiative that was in practice by one of our acquired businesses and we recognized the value it could bring to all of our communities. As a result, we formulated a plan to expand its impact by launching the FCP across all of GFL – a practice that is in line with our commitment to leverage best practices from acquired businesses.

Seeking input from our customers, we put them in the driver's seat so we can align and support the causes that matter the most to our communities. Our goal is to give financially to local, high-impact charities and, more importantly, to build relationships with them. These charitable organizations become our partners and GFL employees proudly volunteer their time to extend our support beyond a monetary donation.

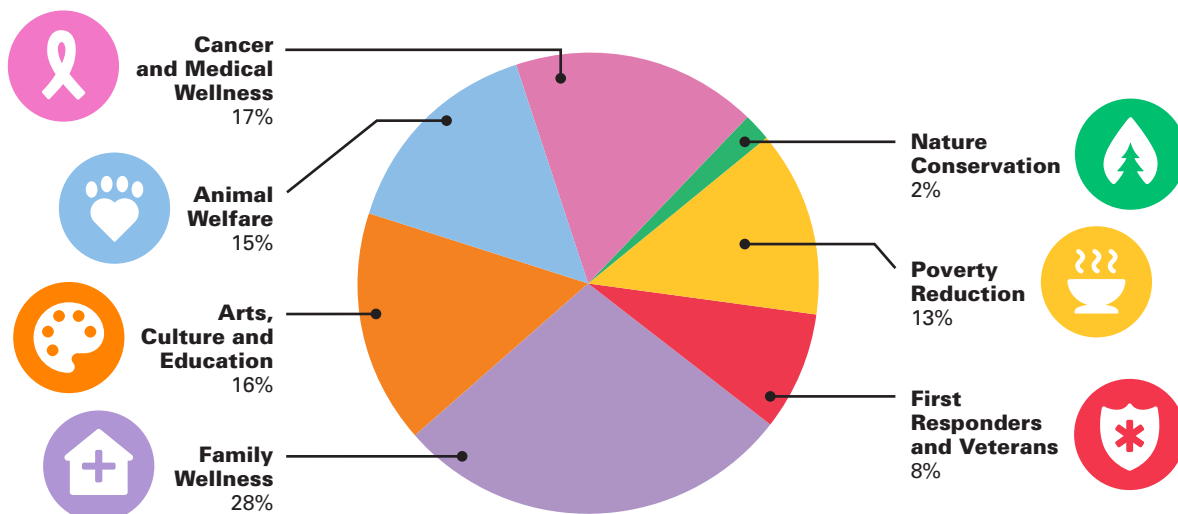
We have seven charitable giving categories. Our customers are asked to pick the categories that they feel best represent where they would like GFL to direct their charitable giving.

TOTAL  
Charitable Donations  
for 2019 Fiscal Year:  
**\$860,000**

Full Circle Project  
2019 Contributions:  
**\$492,943**

Chart illustrates breakdown of  
Full Circle Project 2019 contributions

Due to rounding numbers  
may not add to 100 percent.



# Our Future

## A ROADMAP TO GREEN FOR LIFE

At 13 years of age, GFL is still a young company, but we have already established ourselves as a leader in providing sustainable solutions in the environmental services sector and are excited about the opportunities ahead. We continue to grow, explore, innovate and build solutions to better serve our customers and our communities. We continue to gain new customers and expand the solutions we offer them to meet their changing needs and expectations. Each day, our team of dedicated employees work to make our vision a reality.

We believe that in providing accessible, cost-effective, sustainable solutions, we will encourage greater environmental responsibility and allow our customers and the communities we serve to be **GREEN FOR LIFE**.



We recognize the environmental and social challenges present in the world today. In the next two years, we will define and announce specific sustainability goals and objectives for our business that we believe will position us and our customers to meet those challenges. We will continue to leverage our unique GFL attributes and values as we achieve these goals and objectives. It is these core values of entrepreneurship, innovation and sustainability leadership that have been integral to our success to today – and will remain so into our future.







**[gflenv.com](http://gflenv.com)**