It is important that we embed our Inclusion and Diversity strategies into every part of our company to leverage our innovative workforce, compete in the marketplace and serve the community. In 2020 our goal is to continue to have transparent conversations to drive awareness and clear progress within the company. Here is a snapshot of how we will get there:

**2020 PRIORITIES**

**Q1**
- **INSPIRE CULTURE OF INCLUSION**
  - Cultural awareness through recognition of diverse holidays and moments that matter
  - Recognize and reward role models through existing programs

**Q2**
- **ESTABLISH BASELINE & FRAMEWORK INCLUSIVE OF GOALS**
  - Establish coalition of cultural change agents committed to shift the way we work
  - Measure output - create dashboards to track diversity entitlement metrics/results
  - Launch self-identification campaign

**Q3**
- **INCREASE EDUCATION & AWARENESS ACROSS THE ENTERPRISE**
  - Launch resources/training for inclusion in remote environment training
  - Rebrand diversity page, inclusive of WM stories
  - Roll out values programming late Summer

**Q3/Q4**
- **INCREASE DIVERSE TALENT ATTRACTION, CONVERSION & PROMOTION**
  - Increase diverse pipeline for leadership positions

*Launch dates, not completion

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**2019 U.S. METRICS**

Where we stand today and moving towards the future

<table>
<thead>
<tr>
<th>BOARD OF DIRECTORS</th>
<th>EXECUTIVE OFFICERS (SLT)</th>
<th>EXECUTIVES (Including SLT)</th>
<th>MANAGERS</th>
<th>WORKFORCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethnic Minorities</td>
<td>Ethnic Minorities</td>
<td>Ethnic Minorities</td>
<td>Ethnic Minorities</td>
<td>Ethnic Minorities</td>
</tr>
<tr>
<td>38%</td>
<td>22%</td>
<td>13%</td>
<td>23%</td>
<td>46%</td>
</tr>
<tr>
<td>Women</td>
<td>Women</td>
<td>Women</td>
<td>Women</td>
<td>Women</td>
</tr>
<tr>
<td>25%</td>
<td>33%</td>
<td>20%</td>
<td>20%</td>
<td>18%</td>
</tr>
</tbody>
</table>

**Waste Management Workforce**

- American Indian or Alaskan Native: 0.68%
- Asian: 1.56%
- African American: 17.37%
- Caucasian: 58.60%
- Hispanic: 22.57%
- Multiracial: 0.82%
- Native Hawaiian or Pacific Islander: 0.40%

**All Private Industry Workforce**

- American Indian or Alaskan Native: 0.55%
- Asian: 8.33%
- African American: 15.02%
- Caucasian: 61.38%
- Hispanic: 14.45%
- Multiracial: 1.81%
- Native Hawaiian or Pacific Islander: 0.47%

*Total does not equal 100 percent due to rounding*